

Wiltshire Council

Overview and Scrutiny Management Committee

28 January 2025

Executive Response to the Final Report of the Transformation Task Group

Purpose of the report

1. To present the response of the Leader of the Council, in the absence of a cabinet member with overall responsibility for transformation, to the Final Report of the Transformation Task Group.

Background

2. On 27 November 2024 the Overview and Scrutiny Management Committee (OSMC) endorsed the Final Report of the Transformation 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.
4. Recommendation 2 identifies the focus of scrutiny needs to be on the impact of transformation on services. Such scrutiny would rely on the evidence provided in the quarterly report (see recommendation 1) and as such is an extension of recommendation 1 by proposing the evidence about transformation that would be needed for scrutiny and therefore should be contained in reports to OSMC.

Executive response to the Task Group's recommendations

Recommendation No.1	That Overview and Scrutiny Management Committee receive a quarterly report on the Transformation Programme to include any new projects selected, the performance of all ongoing projects and the closure of any projects.		
Reason for recommendation	To enable strategic programme-level scrutiny, the task group considered it appropriate for the monitoring report to be received by the Overview and Scrutiny Management Committee and scheduled into its forward work plan as a regular item		
Cabinet member	Cllr Richard Clewer	Lead Officer	Stuart Honeyball
Executive response	10 th January 2025	ACCEPTED	This recommendation is accepted and a report on the Transformation Portfolio will be brought to Overview & Scrutiny Management Committee at the frequency requested.

Action	Success criteria
Director Business Transformation to attend Overview & Scrutiny Management Committee as required.	Improved oversight of the Transformation Portfolio by the Committee
Target date	Implementation date
April 2025	April 2025

Recommendation No.2	The focus of scrutiny to be the impact of transformation on services for residents and the achievement of the business objectives of the Council.		
Reason for recommendation	The task group expected to see a system in place to support the management and evaluation of the benefits of transformation at project and programme level... if a service had been transformed in order to address an identified issue or problem, how would we know if or when it had worked?		
Cabinet member	Cllr Richard Clewer	Lead Officer	Stuart Honeyball
Executive response	10 th January 2025	ACCEPTED	A benefits management strategy, associated benefits realisation approach and methods/artefacts are currently in development and will be deployed across all new Transformation programmes once complete.
Action	Success criteria		
Completion and communciation of the proposed standard benefits management strategy.	Clear and quantifiable benefits are presented for all Transformation Programmes.		
Target date	June 2025		

Recommendation No.3	That input from Overview and Scrutiny Management Committee should be invited when developing the transformation programme performance report to ensure that it supports effective scrutiny from elected members.		
Reason for recommendation	The task group believed there would be advantages in the Overview and Scrutiny Management Committee having some oversight or input into the transformation report during its development to help ensure that the report was accessible and provided data that enabled effective scrutiny of the programme.		
Cabinet member	Cllr Richard Clewer	Lead Officer	Stuart Honeyball
Executive response	10 th January 2025	ACCEPTED	This recommendation is accepted and feedback from the Committee will be sought on the performance reporting approach of the transformation

			Portfolio.
Action			Success criteria
Overview and Scrutiny Management Committee agendas to include a periodic item to review the Transformation portfolio reporting approach to support better scrutiny.			Regular feedback on Transformation reporting is received and actioned.
Target date			
Quarterly from June 2025 – linked to Recommendation 2.			

Recommendation No.4	That political responsibility for overseeing the council’s Transformation Programme be explicitly included within a cabinet member portfolio.		
Reason for recommendation	Political oversight of transformation is currently focused at project level yet a directorate of such significance would benefit from having a cabinet member with oversight of the whole transformation programme. For scrutiny by OSMC to be effective and for accountability to be clear, there would need to be a cabinet member accountable for the programme.		
Cabinet member	Cllr Richard Clewer	Lead Officer	Stuart Honeyball
Executive response	10 th January 2025	ACCEPTED	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.
Action			Success criteria
The Leader of the Council to confirm and communicate his preferred Cabinet Member to be responsible for Transformation.			Confirmation of Cabinet Member
Target date			
31 st January 2025			

Recommendation No.5	That consideration is given to wider engagement with elected members to encourage both greater awareness of the programme and proposals for projects and, where appropriate, engage with the public in the evaluation of the benefits of transformation projects.		
Reason for recommendation	To encourage proposals for projects coming forward. In terms of evaluation, to improve learning on the benefits of the programme and individual projects to Wiltshire residents.		
Cabinet member	Cllr Richard Clewer	Lead Officer	Stuart Honeyball
Executive response	10 th January 2025	ACCEPTED	This recommendation is supported where it is appropriate to involve and engage Members into the selection

			and oversight of Transformation programmes over and above where this is already happening with, for example, direct Member inclusion in Executive Boards for specific large programmes. Methods to capture, evaluate and incorporate “at-scale” feedback in Transformation planning and shaping activities is in very early development through use and expansion of the Council’s Data & Insight team.
Action			Success criteria
Director Business Transformation to discuss this and agree an approach with the Cabinet Portfolio holder for Transformation once they have been confirmed (as per recommendation 4 above).			Appropriate Member and public involvement in the shaping and selection of future Transformation programmes where viable.
Target date			
September 2025			

5. As well as responses to the individual recommendations above, this section is space to provide a general response or comment as necessary.

Proposal

6. To note the executive response to the Final Report of the **Transformation Task Group**.

Cllr , **Cabinet Member for**

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