



A white silhouette of a city skyline is visible in the background, featuring various buildings, a crane, and a mosque with a dome and crescent moon.

Transformation Priorities

Update for Cabinet / OSMC

December 2025

Version (2.2)
Last updated: 20 11 2025



Transformation Priorities 2025/26

	Adult & Health	Children & Families	Place	Public Health & Corporate
1	Adult Change Programme phase 2 – delivering adult social care 25/26 savings	SEND Transformation Programme & Safety Valve	Homes & Neighbourhoods	Temporary Accommodation & B&B Transformation **
			Assets Transformation	Customer & Access Programme **
2	ICB Changes To start reporting from October 2025	Corporate Parenting *	Waste Transformation	Contract Management
		Sufficiency	Council-wide Fleet Strategy and Service**	ERP Replacement Project **
			OSAMS	CCTV
			Passenger Travel **	Digital Transformation**

PRIORITY KEY

1	Corporate level programmes	High priority	6-weekly
2	Corporate level programmes	Moderate priority	12-weekly

KEY

- * Reviewed regularly with the view of escalating / deescalating priorities as necessary
- ** Cross-service programmes

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To ensure that our residents experience good adult social care outcomes that maximise independence within the resources available and in line with the Vision for Adult Social Care and the ability to mitigate external pressures such as the impact of reform and increases in demand.	RED « « » »	The overall programme status is red (sustained position) due to a combination of delivery and financial risks. While £3.02m savings have been achieved to date and all projects have quantified targets broadly in line with expectations, there is uncertainty around the timing of benefit realisation, with some slippage anticipated into 2026/27. Finance is progressing a month 6 update which will profile the anticipated benefits and provide additional clarity. Additional pressures include resourcing constraints, delays to the Gross Payments project, and risks linked to provider engagement and market stability. These factors collectively elevate the overall risk profile, requiring continued close monitoring, phased delivery, and strengthened engagement strategies to maintain progress.

Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	£3.02m achieved to date (£12.069m target 25/26), through improvements to practice for new and existing service users. Savings have been quantified for all projects and are broadly in line with targets, however, there remains uncertainty around timing of financial benefit realisation (e.g. slippage into 26/27). Forecasted savings from the improvements to the Shared Lives service are being reported as mostly unachievable in the 25/26 financial year, mitigating actions are being explored to address the variance. Programme board approved the updated Fees and Top-ups scope (7 th Nov), the new approach will establish a short-term residential assessment scheme for individuals who are at risk of entering a high-cost placement, following viability concerns of the original proposal.
Stakeholders	Stakeholder identification and engagement is ongoing. There is a notable risk that proposed changes may be met with concern from care providers and impact market stability; this will be managed through proactive, sensitive communication and engagement strategies.
Schedule	Progress continues across the programme, schedule pressures and delays are evident in all workstreams, creating risk to delivery timelines. Specifically, the Gross Payments project cannot meet its original completion date and will adopt a phased approach completing by June 2026. Respite and Day Opportunities frameworks are delayed due to outcome of testing. Four revised milestones were missed, Financial Assessments and Debt Recovery, due to external dependencies/system issues, though completion remains on track for end of December 2025 (project due to transition into Business-as-Usual end of October).
Resourcing	Recruitment delays (particularly CFA and Commissioning roles) and capacity gaps in Shared Lives assessments and Direct Payments have impacted progress. External dependencies have compounded pressures (Direct Payment card provider). While mitigations include phased delivery and revised scopes, resourcing remains a critical risk to achieving milestones and realising benefits on schedule.
Budget	Transformation Reserve funding has been allocated in 25/26 to support the resourcing of this significant change programme for the council.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

No escalations to ELT in this period

Escalation audience

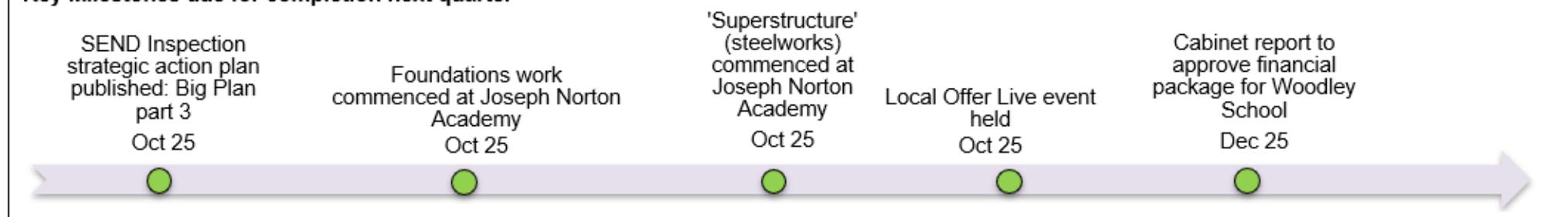
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>Ensure we are getting things right, have enough of the right stuff and manage need within a context of system ownership.</p> <p>Outcomes are - Our young people are educated in Kirklees; Children have the best possible start in life & achieve their potential; Children and families are supported at the earliest opportunity; Our young people have a consistent and inclusive offer; Educational outcomes + Whatever our young people are interested in – We want them to excel.</p>	<p>RED « « » »</p>	<p>The overall programme status is rated red (sustained position) due to the fact that, while significant systemic work continues to be undertaken, resulting in a range of milestones being successfully achieved, there are still significant financial pressures and work to undertake. NHS England/DfE have now formally signed off Big Plan 3 and accepted it as a response to the SEND inspection Areas For Improvement, providing positive feedback and citing it as an example of best practice.</p>

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Feedback from DfE and other key sources is that we are doing all the right things to deliver change and deliver outcomes. However, some outcomes / benefits will not be realised for some time due to the volume / complexity of the work. This means a red rag rating until we are further along the programme and can see further benefits being realised.
Stakeholder	Significant work has been undertaken with stakeholders, including our Parent Carer Forum, to ensure co-production with joint benefits are delivered. Further work across the system is being developed. Further work has been developed in relation SEND inspection areas for improvement.
Schedule	We are largely where we expected to be at this time. However, much work, including complexities around changing the system, are to be navigated before a confident green status can be communicated.
Resourcing	While resources are largely in place to deliver the work, there are some pressures in terms of specialist resources to support the programme alongside business-as-usual activities. However, there are mitigations being put in place to address these specific resource gaps.
Budget (if applicable)	The size of the overspend and related challenges mean that until further capability and benefits are delivered, the impact is anticipated to be a levelling off of spend rather than significant reduction in the short term.

Key Milestones due for completion next quarter



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

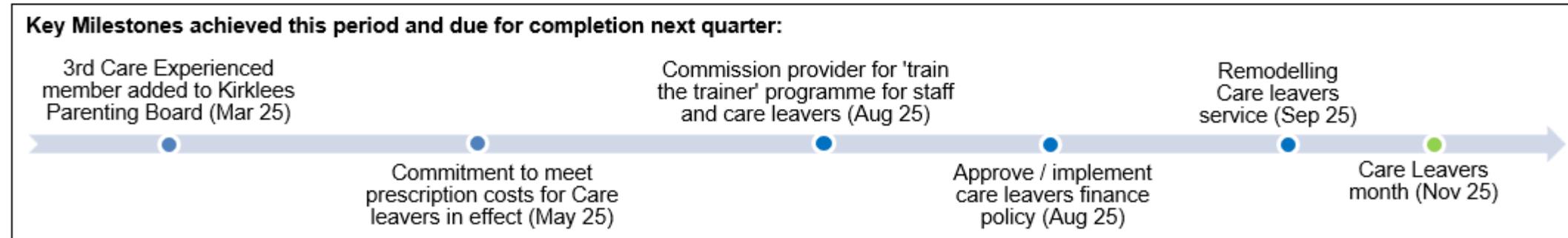
There are no escalations for this period

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To continuously improve our Kirklees Parenting arrangements through a focus on four broad priorities: A strong and committed partnership; Collective support for children in care and leavers; Maximising partnership resources; and Clear outcome-focused policies and procedures.	GREEN ◀◀ ▶▶	The overall programme status is rated Green (sustained position) due to the four workstreams making significant progress since the start of this work. The current priority focus is the fourth workstream (outcome-focused policies and procedures) which is rated Amber due to the ongoing work and the timescales assigned to projected milestones, improvements and remodelling of service structures due by September 2025. In addition, within the second workstream (collective support) a need to focus on our Education, Training and Employment and lifelong learning support for children in care and care leavers, progress at pace, was identified at the July partnership board.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The overall outcome for delivering the planned change in our corporate parenting governance and delivery remain on target and are progressing in line with planned activity. Where delayed milestones have been identified action has been agreed and taken to remedy.
Stakeholder	Delivery requires commitment from internal council departments and external partners, with on-going cross departmental support key to our Priority 1 workstream. Continuing support through our Board is required to ensure buy-in and cross-council to support for apprenticeships, work experience and other opportunities for care experienced young adults, and where appropriate specific standards of service access and priority.
Schedule	The overall project has delivered planned outcomes to date with minimal delays to planned implementation dates. Current revised milestones are identified and on target
Resourcing	Costs identified for improvement to services structures have been identified within existing resources and work in ongoing to implement
Budget (if applicable)	The programme includes the review and revision of finance policies and procedure regarding eligibility and entitlements to financial support for care leavers. Technically un-resourced, contingency has been made to resource this previous pressure from within the 25/26 service budget.



Item for escalation/consideration and outcome required	Escalation audience (Programme/DCB/ ELT)
There are no escalations in this period	ELT

TRANSFORMATION PORTFOLIO – (Sufficiency) - (October 2025)

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>The programme's overall aim is to ensure there are enough of the right type of homes within Kirklees to meet all our looked after children's needs and that these homes are affordable within the Children's Sufficiency Service Budget.</p> <p>Key outcomes of the programme are:</p> <ul style="list-style-type: none"> • Children and young people will live locally with carers that can meet their needs. • Children and young people will live in stable homes. • Children and young people will have access to the support they need to maintain a safe and stable home. • Care leavers will have access to a variety of housing options that meets their needs. 	<p>AMBER</p> <p>New</p>	<p>The overall programme rating is amber due to good progress having been made, but challenges remaining around providing local homes for our looked after population and ongoing stability for children. Key areas of progress include reaching 75% of our children looked after living in family-based settings, the purchase of a new 2 bedded children's home and improvements to our partnership approach to the marketing and recruitment of new foster carers.</p>

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Overall good progress has been made towards meeting the outcomes of the programme, however there are still challenges to realising the full ambitions of the programme
Stakeholders	While overall stakeholder engagement in the programme is good, there are some challenges around stakeholders being able to prioritise activity required to meet deadlines
Schedule	Some key milestones have been delayed due to resourcing issues (e.g. opening of Woodlands due to lack of fire door availability)
Resourcing	While resources are generally in place across the programme, there are some additional areas of work that have been identified where resources to drive activity have not yet been agreed.
Budget (if applicable)	There continues to be significant financial pressures relating to young children placed in external and unregulated residential placement settings. Mitigating actions to address these sufficiency pressures are however being implemented.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

No escalations for this period

Escalation audience (Programme/DCB/ ELT)

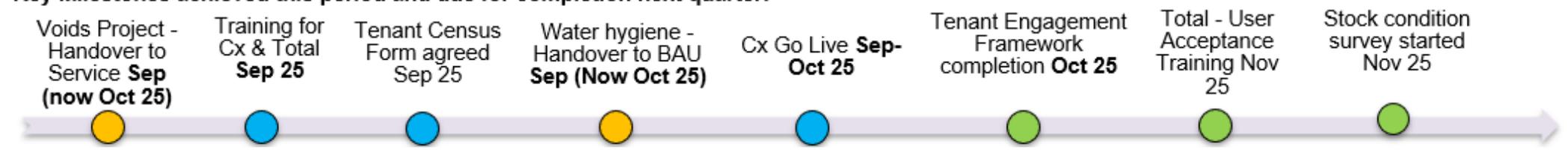
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The Service Improvement Programme consists of three core workstreams (Assets and Building Safety; Housing Management; and Technology, Data and Systems) and is focused on delivering the following objectives: Satisfied tenants; Tenant centred culture; Regulatory compliance; Collaborative workforce; Fully integrated service; Balanced budget; Intelligence led; Safe homes; Quality homes.	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to resourcing and timeline pressures within Cx phase two and Total within both the business and corporate enablement services which will remain for the life cycle of each project. A phase two plan for CX will be submitted to the IT Systems Implementation and Data Board in November setting out modules, resourcing and timeline.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The Cx system is now live and on schedule. Further scoping will commence to determine the requirements for phase 2 of the project. Outcomes for other projects and workstreams are mostly on track however timelines and resourcing remain tight, posing an ongoing risk to benefit realisation. Within the Assets and Building Safety workstream the Legionella assessment activity is now 99.18% complete
Stakeholder	A new Tenant Engagement workstream has commenced with the delivery of a new Tenant Engagement framework. There has been a great deal of collaborative effort to enable the Cx system to launch. This has included a number of manual mitigations needing to be initiated which has resulted in temporary resource pressures for staff. There have been a number of absences of key personnel delivering technical aspects of the Cx project which has meant wider IT resource has had to be re-prioritised to work on Cx creating pressures on other projects within the service.
Schedule	The Cx system is now live and on schedule. Although all projects are on track for completion, the timelines remain tight. Delays in committing a capital budget to the purchase of PDA devices to enable UAT in the Total project have put the timeline at risk.
Resourcing	This remains as an amber risk as there is reliance on the reliability of external contractor resourcing, particularly in relation to the Assets and Building Safety workstream, as well as staff absences and skills gaps requiring project leads to absorb additional duties. Balanced with the tight schedule for delivery, this remains an ongoing risk.
Budget (if applicable)	All projects are within budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

To note - The Cx system is now live which is a significant achievement and is the result of a great collaborative effort across teams and services.	Escalation audience (Programme/DCB/ ELT) ELT
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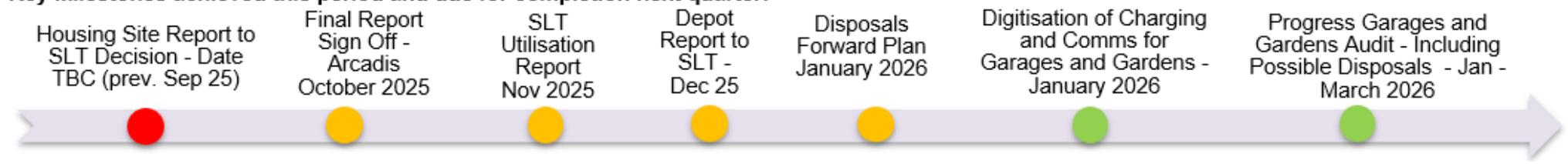
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Transformation of the current Strategic Asset and Corporate Landlord areas to meet the Council’s current and future property needs in respect to Facilities and Estates Management including Strategy. 3 Key Deliverables aligned to this aim are: <ol style="list-style-type: none"> 1. Commissioning of an external Benchmarking Exercise 2. Asset Disposal Programme 3. Asset Utilisation Activity 	<<< >>> AMBER	The overall programme status is rated Amber (sustained position) due to the disposal activity progressing well, with a forward plan due to be completed in late October, the benchmarking exercise being completed except for the sign-off of the final report, and key asset utilisation activity (e.g. Parks depot review and Central Office Accommodation review) is progressing, however not at pace. The status also reflects the current key risks to realising asset disposals outcomes that rely on many internal and external factors.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Overall status is Amber, as whilst confidence is currently high that income targets are achievable, risks in relation to the market remain. Benchmarking is nearing completion and Key Asset Utilisation projects are progressing albeit still at early stages. Works with Parks to combine South Depots are awaiting the Capital Bid Outcomes, Office Accommodation utilisation is being compiled across 5 key sites.
Stakeholder	Limited engagement has taken place with the benchmarking exercise working around the draft report. Positive market engagement with disposals evidenced at recent auctions (Sep 25 most recent).
Schedule	Disposals process on track, Utilisation Monitoring underway, final benchmarking report to be signed off. Whilst the final benchmarking report is being refined, potential programme activity is being identified and will be shared with the SRO and Exec Sponsors. This is expected to focus on improvements to asset data (to support data-informed decision making), strengthening of cross-council governance for asset management decision making, and clarification of current roles and responsibilities.
Resourcing	Resource issues are apparent in all areas of the programme, however these can currently be managed within the teams, though it is important that BSO vacancies are filled soon. Although the Benchmarking exercise is almost complete, there will be a pressure on Senior Management Team to support the development of a new Asset Transformation Programme once report has been signed off.
Budget (if applicable)	There continues to be a revenue budget pressure (based on budget monitoring reports), ongoing monitoring and dialogue is taking place with finance colleagues to ensure management within the overall budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period

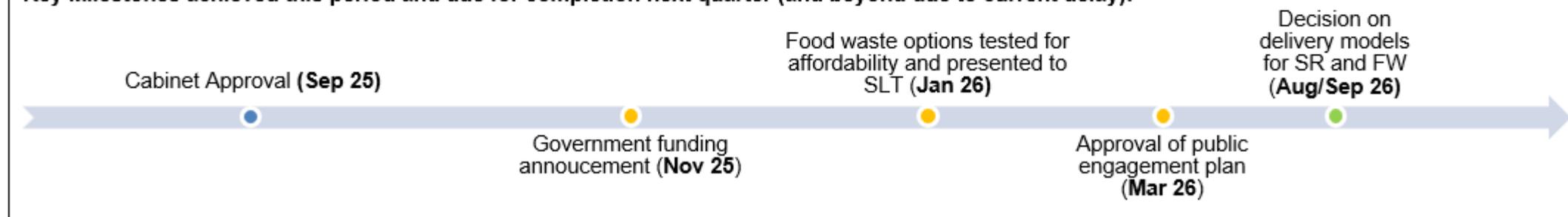
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The implementation of Simpler Recycling (SR) legislation, including new materials and food waste (FW).	Amber «« »»	The overall programme status is rated Amber (sustained position) due to the delay in the announcements of the amount of food waste 'no new net burdens' funding, which is now due in November 2025. This has meant that options for food waste delivery cannot be tested for affordability and delayed the governance timeline to a decision in Summer 2026. The cabinet decision in September 2025 confirmed the council's future compliance, which allows the procurement of the Integrated Resource and Waste Management Service (main waste management contract) to begin.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Cabinet approved the service to move forward with creating options for both dry mixed materials and food waste delivery, starting in 2028.
Stakeholder	Initial governance and stakeholder engagement complete for dry mixed recycling, food waste stakeholder engagement has begun but has been paused awaiting Government funding announcement.
Schedule	Delay in funding announcement has meant to that food waste governance has been pushed to Summer 2026.
Resourcing	Benchmarking in the split recycling project has shown that the communications capacity required could be a risk compared to current resourcing. Once food waste affordability has been reviewed, discussions regarding food waste grant funding communications allowance can commence.
Budget (if applicable)	Government funding for Simpler Recycling, specifically food waste, yet to be identified and expected to be lower than required for a district wide service.

Key Milestones achieved this period and due for completion next quarter (and beyond due to current delay):



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

To note - Food waste revenue funding expected in November as part of the Autumn budget statement.

DCB & ELT

TRANSFORMATION PORTFOLIO – OPERATIONAL SERVICES ASSET MANAGEMENT (OSAMS) - (October 2025)

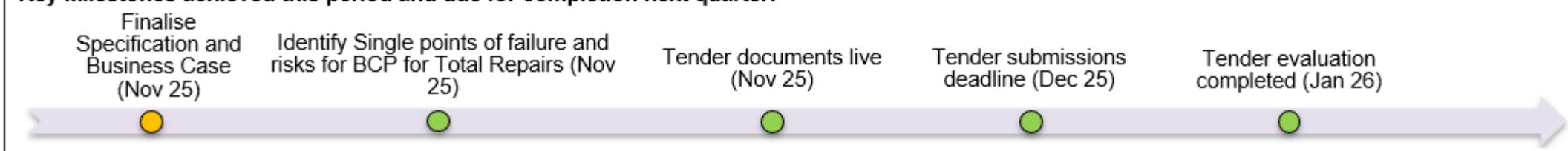
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
This overall aim of the programme centres on a large-scale IT procurement that will allow us to replace multiple out of date IT applications within Highways and Parks and Greenspace with a holistic Asset Management, Works and Stores system	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to the risk associated with legacy systems going end of life. The revised route to market will continue via the VAS (Value Added Sourcing) framework with the intention of revised tender start being end of November 2025 due to delays in revising and completing the specification requirements. Alongside the procurement activity, positive progress has been made on process mapping, with "To be" process for the high priority areas on track for completion end of Oct 25.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The Revised business case and the work surrounding the capital and revenue implications have now been de-escalated due to the assurance that resource and financials have now been investigated and agreed as being in place and will not affect the organisation's capital commitment for the year. The programme will continue to monitor the progress and revise the RAG accordingly.
Stakeholder	All stakeholders are actively engaged with regular briefings/meetings to ensure that the RAG Status is appropriate. The key stakeholders continue to be actively engaged and will continue for as long as necessary with a revised communications plan now in place, closely working with Service, HR and Communications team to create and deliver Customer Journey workshops and union engagement updates being planned to start in the next few weeks.
Schedule	The revised procurement flight path has now been reprofiled and re-baselined in line with the end Nov 25 target date. It remains as amber due to the end of life of key legacy systems. In addition, work is continuing to ensure robust business continuity plans are in place for the Total system, working with services and IT.
Resourcing	Resource pressures, particularly within Data and Insight, and system issues relating to ROSS2 and Microsoft 11 upgrades, have been identified and mitigations developed (with IT and D&I teams) to minimise impact at this stage.
Budget (if applicable)	Budget remains in place awaiting approval to spend once caveats have been met with spend on resources being regularly monitored

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
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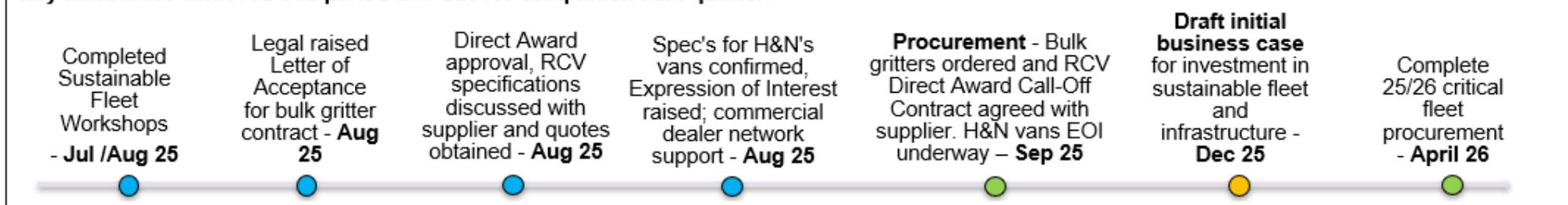
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Coordinated management of the Capital Vehicle Replacement Programme (Ph1) and future Green Fleet transition (Ph2) aims to ensure we have a fleet that is fit for purpose and supports the delivery of our financial savings, service transformation (e.g. Waste, Highways and H&N), and strategic priorities (e.g. Road Safety and Climate Change).	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to impact of previous (now resolved) delays with services reviewing their individual fleet needs to ensure vehicle types/numbers procured meet the needs of the operations, and the market shift in raising vehicle purchasing costs. The Amber rating also reflects that this programme only covers the replacement of £21.7m of fleet over the next 6 years, and that replacement of the entire fleet as per the Useful Economic Life (UEL) fleet lifespans would be ~£58m. Therefore, the remaining fleet profile will continue to age beyond its UEL.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Ph 1 - Vehicle Replacement Programme (VRP) Deep Dive in progress, reassessing fleet priorities in response to increased purchase costs and changing operational demands. The review includes re-profiling critical fleet replacements and evaluating the impact of these changes on service delivery and budget. It is expected that fewer, and/or different vehicles will be procured than previously expected, likely to impact on outcome. Ph 2 – Sustainable Fleet Operational Group workshops completed, identifying operational barriers, risks, and opportunities. Feedback will be presented to Oct. 25 Sustainable Fleet Board to agree on content and recommendations for the upcoming business case, outlining the initial transition proposal. Amber rating reflects operational and financial risks to supporting the transition.
Stakeholder	Full support from Procurement in prioritising vehicle procurement, some concerns with services prioritising reviewing their fleet usage models, this is being monitored and is manageable.
Schedule	Amber rating reflects previous delays in services reviewing fleet requirements, that impacted Phase 1 vehicle procurement, and the VRP Deep Dive workstream, reprofiling and assessing risk (which might require rescheduling of some procurement activity). Phase 2 progress includes completion of Fleet Workshops (Jul/Aug 25). Feedback will be shared with Sustainable Fleet Board to support business case.
Resourcing	Impact of sickness within the Transport Services team on the risk to vehicle procurement timescales being managed by the Transport Management team.
Budget (if applicable)	VRP Deep Dive ongoing to re-profile critical, and wider, fleet replacement, to ensure it remains within budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

To note - VRP Deep Dive ongoing, with update and next steps, including business case thoughts, scheduled for ELT Dec 25, and SLT Nov 25.

ELT

TRANSFORMATION PORTFOLIO – (PASSENGER TRAVEL) - (October 2025)

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The aim is to reduce the cost of SEND home-to-school transport while still meeting the needs of vulnerable children and families. This will be done through policy updates, personalised travel planning, trialling an in-house transport fleet, improving contracts, and enhancing data systems for better efficiency and planning	RED « »	The overall programme status is rated Red (sustained position) due to significant risks across several key workstreams. While areas such as IT Technology, Demand & Capacity Reporting, and Contract & Dynamic Purchasing System (DPS) are progressing well, others face delays, external dependencies, and staffing challenges. Notably, the Mainstream Transport & Pre-16 Policies workstream presents a financial risk linked to West Yorkshire Combined Authority's (WYCA's) policy consultation, and Independent Travel Training is constrained by limited staffing pending recruitment approval. Issues in Post-16 Travel and recruitment gaps in the In-House Fleet Pilot also contribute to the overall risk.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Although transformation efforts could meet savings targets, increasing demand and delays in critical workstreams may mask or reduce these savings. Positive progress towards outcomes includes identification of a preferred supplier for a new IT system, the in-house fleet pilot has gone live and forecasting year end savings of £46.k (despite only currently running 6 routes), a central spreadsheet has been created to support dashboard reporting aligned to agreed KPIs , and procurement of external support approved for the contract and DPS workstream.
Stakeholder	To date, there has been no notable impact on overall service delivery
Schedule	Some concerns exist due to external dependencies and recruitment delays, but these are currently considered manageable with mitigation measures underway
Resourcing	Some resourcing concerns remain, particularly in recruitment and staffing capacity, though external support is being engaged to manage risks.
Budget (if applicable)	Indications suggest a potential overspend in Quarter One, primarily driven by staffing and service delivery risks in certain workstreams.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

To note - Despite the work underway within the Passenger Travel service (which has delivered improvements in service delivery, and reduced costs per child) Period 6 monitoring indicated a likely overspend at year end of c£500k, due to continued increases in service demand across the borough. While it has been agreed this pressure can be met from reserves, there remains a risk the overspend will increase as applications for assistance continue to be received by the service and final the costs for WYCA provided services (mainstream transport) are yet to be finalised.

Escalation audience (Programme/DCB/ ELT)

ELT

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To reimagine how Kirklees works and delivers services using digital, data and innovation to create better outcomes.	GREEN NEW	The overall programme status is rated green due to the programme being in the early start-up phase and mobilising at pace. Core foundations are in place (Board established, governance rhythm set, 'Digital Review' specification finalised, and tender launched). This period saw publication of the Digital Review Specification, bidder clarifications completed, the evaluation panel convened, and scoring progressed to decision.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Too early for measurable outcomes, however, strong foundations are established, and the programme remains on track
Stakeholder	Programme Board established with key stakeholders engaged.
Schedule	Clear schedule in place for the digital review and next steps.
Resourcing	Resourcing is currently sufficient, but requirements may increase following the digital review
Budget (if applicable)	Limited Transformation Reserve funding secured in 25/26 to support the council's clarification of digital priorities.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period.

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Customers can find the right information, answers to their enquiries and updates on progress for their requests without calling the council where a call is unnecessary. Our processes to respond to customer demand are inclusive, efficient and are designed around the customer's needs.	AMBER « »	The programme status is Amber (sustained position) due to persistent data limitations, which hinder identification of root causes and opportunities for improvement. Mitigation efforts include cross-channel contact data matching to build a holistic view of service demand. Resourcing and change capacity pressures continue. While key milestones are on track, detailed planning is ongoing. A phased approach is in place, starting with Highways, alongside exploration of quick wins in other areas.

RAG Status Indicator Rationale for RAG status

Outcomes (including savings targets)	There are some limitations with the current data (e.g. customer insight, avoidable contact, and failure demand beyond Kirklees Direct call coding). Work is underway to improve data collection and analysis, starting with Highways, to ensure each workstream is addressing root causes and delivering expected outcomes. Quick wins are already being implemented in focus areas to maintain momentum while deeper data work continues. Analysis of the Customer Survey, Our Conversation, and senior management feedback has been completed, with key themes and recommendations shared with the Customer & Access Board.
Stakeholder	The Stakeholder RAG remains green. Focus Area reps are now actively involved at both board and working group levels. Opportunities for both quick wins and longer-term improvements have been identified and are either underway or being explored. The Customer Focus Survey has closed with 54 responses. Elected member engagement began on 6th October via Group meetings, with further sessions booked at Executive Leadership Team, Executive Board, and Scrutiny until the end of the year.
Schedule	The schedule remains amber. The missed bins project is on track to meet key deliverables, though delivery of real-time data has been delayed to explore the best solution. The Focused Improvement workstream isn't behind overall, but timelines remain flexible due to a shift toward more holistic improvements and broader service involvement. High-level milestones are in place to guide progress.
Resourcing	Resourcing remains amber due to pressure on both service teams (Highways and Waste) and corporate teams, especially Data & Insight. This is linked to ongoing work in focus areas and the need to identify resource requirements as improvements emerge. Activity is being sequenced to manage demand, with Highways as the initial area for end-to-end discovery.
Budget (if applicable)	The programme has no direct budget or savings targets. The Waste Missed Bins project, funded via the Transformation Reserve, will be tracked through the programme.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required	Escalation audience (Programme/DCB/ ELT)
There are no items for escalation this period	

TRANSFORMATION PORTFOLIO – (Homelessness & Temporary Accommodation Transformation) - (October 2025)

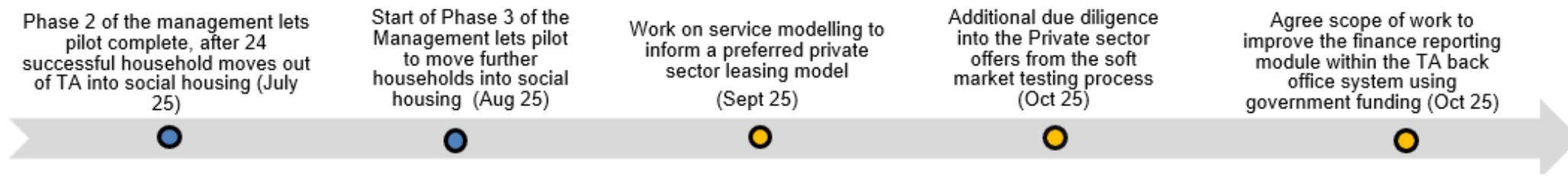
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To improve outcomes for citizens and reduce unsustainable costs to the Council, by reducing the number of individuals and families placed into unsuitable and expensive temporary accommodation (particularly B&B), to discharge Homelessness Duty. Seeking to achieve this through implementing a range of measures to increase the Council's access to longer term affordable accommodation and improving case management practices to explore prevention measures more thoroughly, before referrals to temporary accommodation (TA) are made.	AMBER « « » »	The overall programme status is amber (sustained position) due to TA costs remaining high. The number of households in TA has reached a new low at 369 and with 63% being single households and couples rather than families and as such the overall number of people in TA has also reduced. The number of households in B&B over 6 weeks is now at 20 which is under the target that was set, at no more than 25 by September, aiming for zero by March 2026. A deep dive into housing subsidy figures is underway to understand why overall costs are not decreasing at the rate expected.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	A key target outcome is to reduce the budget pressure on TA, however although numbers of households in TA and B&B are continuing to reduce, the lack of affordable alternatives to B&B means that overall costs are not yet significantly falling.
Stakeholders	Strong stakeholder relationships are in place with key stakeholders involved in the Governance/Project Board. The Portfolio Holder is being briefed more widely on the project and is being closely involved in establishing targets for eliminating B&B use.
Schedule	Work is largely on schedule to meet the milestones set by the Board. The reduction of households in TA is on track to be to be at around 380 by Apr 2026 if current trends continue (which has been identified as the expected level based on population/wider trends)
Resourcing	The Project Team is in place to deliver the milestones, and relevant services are monitoring capacity requirements to deliver required activity as the project develops.
Budget (if applicable)	The 25/26 budget has been increased given the previous years overspend (although a £1m saving has still been built in). While the overall budget is higher, there is uncertainty at this early stage of the year if the cost savings needed to meet the budget will be realised.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
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TRANSFORMATION PORTFOLIO – Contract Management Review – Oct 2025

Overall Programme Summary

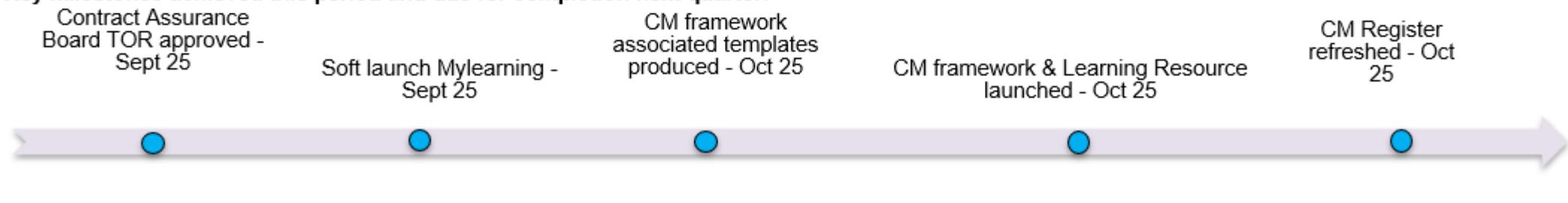
Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Following an auditor's annual audit report, the Council recognises that contract management is a risk area. The projects overall aim is to review and embed a consistent approach to contract management throughout the organisation	GREEN « « » »	The overall project status is green, (sustained position) due to the project progressing toward closure, with all deliverables defined within the scope (aligned with the audit recommendations) being successfully achieved within the established timeline. While some timescales have extended slightly for individual milestones, the overall delivery of the project is on track. Good progress has been made with a new training resource now available to all staff via the internal My Learning training portal and an initial cleanse of the Contract Management Register completed. An update on the work to date is due to be presented to a future meeting of the Corporate Governance and Audit Committee.

RAG Status Indicator

Rationale for RAG status

Outcome (including Savings Targets)	All project outcomes remain on track to be achieved
Stakeholder	A briefing note has been prepared for the Governance & Audit Committee to allow them to review the outcomes of the project.
Schedule	The project remains on track to meet the scheduled timeframe
Resourcing	A colleague is now in post who as part of their role will oversee ongoing data co-ordination of the contracts register
Budget (if applicable)	N/a

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

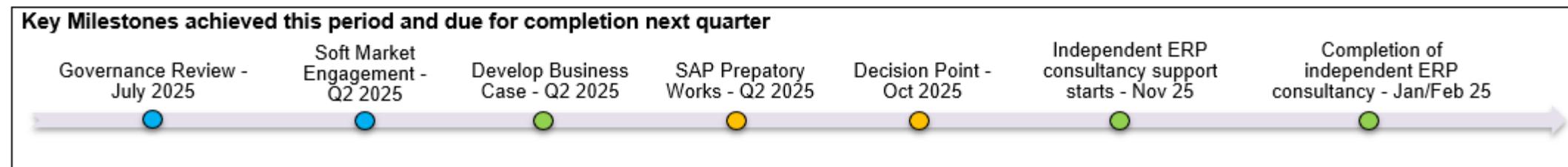
There are no escalations in this period	
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TRANSFORMATION PORTFOLIO – ERP Replacement Project - (8 Oct 2025)

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To enhance the efficiency, transparency, and responsiveness of the council's shared service operations through the utilisation of a modern enterprise (or ERP) system.	AMBER ◀◀ ▶▶	The overall project status is rated amber (sustained position) due to good progress having been made with soft market engagement, lessons learned sessions held with a number of other Local Authorities and procurement of an independent consultant to support the business case and options appraisal activity. However, preparatory works (on the existing system) have been delayed, and the overarching project timeline extended to take account of insight gained from the market and other councils. We remain on track to agree an approach to procuring a replacement ERP this financial year.

RAG Status Indicator	Rationale for RAG status
Outcome (including Savings Targets)	The ERP Replacement Project is on track to deliver the outcomes required at this stage (i.e. an agreed approach to ERP replacement and Business Case to enable a decision on procurement, ahead of the new financial year). The Amber RAG status reflects the uncertainty at this stage regarding delivery of overarching outcomes from the implementation of a replacement ERP, ahead of producing the required business case.
Stakeholders	Following a review of project governance expanded stakeholder engagement has been agreed both at board level and with the establishment of a new Stakeholder engagement group, with activity to implement these changes is underway. Positive engagement has also taken place with the ERP supplier / implementer market, through the soft market engagement.
Schedule	The project is largely on track for the current phase, with initial soft market engagement completed, and evaluation of received ERP consultancy tenders underway. Delivery of preparatory work in the current SAP system is now due to start in Nov 25 due to the need to complete a system update (patching) before undertaking the initial workshop with SAP. In addition, a revised procurement and implementation phase timeline has been developed based on insight from soft market engagement and sharing of lessons learned from other councils.
Resourcing	There remains adequate enabler resources and service specialist for this phase, with slight delays to SAP preparatory works (to Nov 25) manageable at this stage. It is still recognised that there will need to be a significant investment in internal and external resourcing in future phases of the project.
Budget (if applicable)	Limited, but sufficient funding secured via the Transformation Reserve in 25/26 for external expertise to support the assessment of business case options for the ERP replacement.



Item for escalation/consideration and outcome required	Escalation audience (Programme/DCB/ ELT)
There are no escalations in this period	N/A

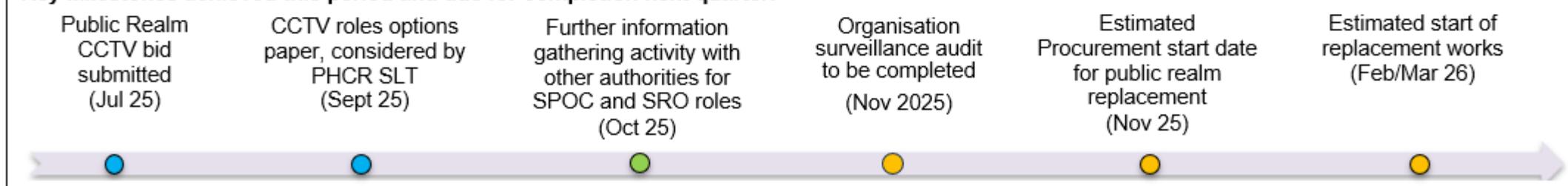
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To ensure that the Council has a consistent and future-proofed approach to CCTV and surveillance activities and to provide greater assurance of compliance against statutory obligations through clearer corporate governance and oversight. To ensure that CCTV/surveillance equipment is fit for purpose, meets operational needs and ensures continued community safety and surveillance capability.	AMBER « « » »	The overall programme status is amber (sustained position) due to the risks around the operational stability of the existing public realm CCTV infrastructure. A capital funding bid has been submitted, seeking funding to enable replacement of the existing life-expired infrastructure. As time progresses there are greater risks of system failure/disruption. There has been good progress this period on the organisational audit of wider CCTV and surveillance activities and in terms of ensuring roles and responsibilities around surveillance activity are appropriately allocated.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Awaiting the outcome of the Capital Funding bid. This funding is critical to replacing life-expired public realm CCTV infrastructure
Stakeholder	Engagement continues with key stakeholders, and a cross-Council Programme Board is in place.
Schedule	Project Plan created and now needs to be developed in more detail; however, planning cannot be accurate without knowing the outcome of the capital funding bid.
Resourcing	Resources identified to carry out activities within each workstream.
Budget (if applicable)	No budget has yet been identified for the project. Awaiting the outcome of the capital funding bid which was submitted in July 2025.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
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