

## **Appendix A – Transformation portfolio Q4 performance update report**

### **Purpose of this Appendix**

The purpose of this appendix is to provide an update on the performance of the council's Transformation Portfolio for 2025-2026, at the end of Quarter 4 (Q4). The Transformation Portfolio is the council's strategic programme of change, bringing together a range of programmes and initiatives that are designed to deliver key relevant ambitions set out in the Council Plan.

The Transformation Portfolio continues to deliver the council's strategic programme of change, supporting modernisation, improved outcomes, efficiency, and financial sustainability. The Transformation Portfolio seeks to:

- Deliver the priorities and commitments outlined in the Council Plan,
- Improve outcomes for residents, communities and the organisation,
- Foster a culture of innovation and continuous improvement,
- Enhance customer experience and service delivery,
- Achieve better value for money.

### **1. Executive Summary**

The council's Transformation Portfolio has made significant progress over the course of 25/26, with sustained delivery across a broad and complex programme of change. Despite operating in a challenging environment, characterised by financial pressure, legislative change, market volatility and rising demand, clear momentum has been maintained across all directorates.

The council has continued to address some of its most complex and longstanding challenges, taking a deliberate and evidence led approach to managing risk, capacity and delivery confidence. Across the Transformation portfolio, tangible achievements have been delivered, benefits are being realised, and critical foundations have been put in place to support longer-term improvements, productivity gains and efficiencies. This report provides a reflective overview of progress to date, highlighting key achievements, and emerging benefits. It recognises both the scale of change already delivered and the complexity of the issues being addressed, while setting a clear baseline from which future delivery can continue to be shaped

### **2. 2025-26 Transformation Portfolio update**

#### **2.1 Adults & Health**

##### **25/26 Priorities**

- Strengthen practice and decision making to improve independence and outcomes for residents.
- Develop more joined-up, preventative models of care with partners

- Improve understanding of cost drivers and market pressures
- Proactive management of rising adult social care demand while maintaining financial sustainability.

### **Key Achievements & Benefits**

- Delivered £4.5m in-year savings, with a clear plan in place to complete activity and realise a further £8.9m in 2026/27, supporting financial sustainability.
- Embedded strength-based practice, improved consistency and quality of decision-making, strengthening outcomes for residents and ensuring resources are deployed more effectively to maximise independence.
- Strengthened insight into demand and cost drivers, improving the ability to manage external pressures, including rising demand, within available resources.

## **2.2 Children & Families**

### **25/26 Priorities**

- Improve outcomes for children with Special Educational Needs and Disabilities (SEND) while managing financial pressures
- Increase local SEND provision and reduce reliance on costly external placements
- Strengthen sufficiency of safe, appropriate and local placements for children looked after
- Embed a stronger corporate parenting offer and improve life chances for care leavers
- Improve system-wide partnership working and governance, ensuring lived experience is reflected in decision making.

### **Key Achievements & Benefits**

- Maintained strong SEND performance, with Education Health and Care Plan (EHCP) timeliness above national average for much of the year
- Expanded local SEND provision, including over 90 primary and 125 secondary places, reducing reliance on external placements
- Delivered over £300k savings through improved contract management and quality assurance activity
- Improved placement stability for children looked after, with 67% in family-based care and 85% within 20 miles of home
- Strengthened corporate parenting arrangements, improving support and increasing participation in education, employment and training
- At the end of the 2025 calendar year 65% of young adult care leavers who were available to the labour market were engaged in education, training or employment, which is above the national average.

## **2.3 Place**

### **25/26 Priorities**

- Improve core operational services while maintaining compliance and a balanced budget. (Homes and Neighbourhoods)
- Modernise systems, data and asset management to support better decision-making (Highways, Operational Services, Corporate Property)

- Deliver major service change and new ways of working (Waste, Housing, Asset management)
- Strengthen infrastructure resilience and long-term planning (Waste, Highways, Assets)
- Improve efficiency and sustainability of fleet and transport services

### **Key Achievements & Benefits**

- Delivered and stabilised major housing systems and building safety processes, improving service efficiency and visibility of stock condition
- Ensured effective service continuity (via existing PFI contract) and reduced delivery risk in waste services by progressing long-term procurement to ensure compliance with national legislation by 2028
- Generated £6m capital receipts, alongside improved asset data and cross-council visibility of the corporate asset portfolio to support more strategic estate decisions
- Progressed a major system transformation – our Operational Services Asset Management System (OSAMS), improving clarity on future ways of working and enabling planned improvements to data quality and operational efficiency across Highways, Parks and Greenspaces.
- Prioritisation of fleet procurement to meet critical needs (e.g. Winter Service resilience) and a clear long-term approach aligned to future policy direction and market conditions
- Delivered measurable efficiency gains in passenger transport, including reduced average cost per child and improved operational control through successful in-house fleet pilot.

## **2.4 Public Health & Corporate Resources**

### **25/26 Priorities**

- Improve how residents access services and receive services
- Strengthen financial sustainability through better service design and contract oversight
- Stabilise and reduce demand in high-cost areas (e.g. temporary accommodation)
- Establish clear digital and data direction for the organisation
- Prepare for major Enterprise Resource Planning (ERP) system replacement and strengthen governance

### **Key Achievements & Benefits**

- Reduced avoidable demand, including 1400 fewer missed bin calls in quarter 1 of 2026, improving customer experience and operational efficiency
- More households are being supported into suitable accommodation, with numbers of families in temporary Bed and Breakfast (B&B) accommodation decreasing from over 450 in 2024 to 379 in March 2025
- Strengthened digital strategy and governance, providing clearer direction for future investment
- Improved contract management capability, increasing corporate oversight, consistency and assurance

- Improved organisational readiness for ERP replacement, reducing risk associated with legacy systems and complex procurement requirements.

### **3. Information required to take a decision N/A**

## **4. Implications for the Council**

### **4.1 Council Plan**

- The Transformation Portfolio is one of the council's key vehicles for supporting the delivery of the Council Plan.
- All programmes and projects are aligned with the Council Plan's priorities for 2025/26.
- The Portfolio covers Adult & Health, Children & Families, Place, and Public Health & Corporate Resources.
- Key programmes include Adult Change, SEND Transformation, Homes & Neighbourhoods (H&N), Customer & Access, Waste and Digital Transformation.
- Each programme supports the Council Plan's aims: to modernise services, improve outcomes, and financial sustainability.
- Cross-service projects (e.g., Customer & Access, Digital, Contract Management and ERP Replacement) drive joined-up and efficient services.
- Progress is reviewed regularly, with clear priorities and escalation routes.
- The Portfolio ensures the Council Plan's ambitions are translated into action and measurable results for residents and the organisation.

### **4.2 Financial Implications**

- The Transformation Portfolio is central to delivering the council's financial strategy and medium-term plan. Funding for transformation is built into the current budget plans.
- Programmes within the portfolio are designed to achieve savings, improve efficiency, and ensure value for money.
- Financial performance is monitored at Executive, Directorate and programme level, with regular reporting and oversight.
- Risks and pressures are managed at Directorate and programme level, and any significant variances are escalated through established governance.
- The portfolio approach enables the council to align investment and savings with its strategic priorities.

### **4.3 Legal Implications**

- Legal considerations are assessed and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for identifying and addressing relevant legal requirements.
- Any significant legal risks or issues are escalated through established governance arrangements.

### **4.4 Climate Change and Air Quality**

- Climate change and air quality implications are considered at the programme level within the Transformation Portfolio.

- Each programme is responsible for assessing and managing its impact on climate and air quality.
- Any significant risks or opportunities are escalated through established governance arrangements.

#### **4.5 Risk, Integrated Impact Assessment (IIA) or Human Resources**

##### **Risk**

- Risks are identified and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for assessing and mitigating its own risks.
- Significant risks are escalated through established governance arrangements.
- Portfolio oversight ensures that key risks are monitored and addressed across all transformation activity.
- Programmes and the Portfolio Team work collaboratively with corporate risk colleagues where appropriate to ensure alignment with the Council's overall risk management framework and to support effective identification, escalation, and mitigation of strategic risks.

##### **Integrated Impact Assessment (IIA)**

- IIAs are completed and managed at the programme level within the Transformation Portfolio where required.
- Each programme is responsible for assessing its impact, including equality, climate, and other relevant considerations.
- Any significant findings or risks are escalated through established governance arrangements.

##### **Human Resources**

- Human Resources considerations are addressed at the programme level within the Transformation Portfolio.
- Each programme is responsible for identifying and managing workforce implications, including staffing, skills, capacity, and organisational change.
- Where relevant, programmes work in partnership with HR colleagues to ensure alignment with workforce policies, procedures, and strategic priorities.

##### **Armed Forces Covenant**

- The needs and commitments of the Armed Forces Covenant are considered at the programme level within the Transformation Portfolio.
- Each programme is responsible for ensuring that the principles of the Covenant are reflected in service design and delivery where appropriate.
- Any significant issues or opportunities related to the Covenant are escalated through established governance arrangements.

#### **5. Consultation**

- Consultation activities are planned and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for ensuring appropriate consultation with stakeholders and service users.

- Any significant findings or issues arising from consultation are escalated through established governance arrangements.
- Portfolio oversight ensures that consultation informs decision-making across all transformation activity.

## **6. Engagement**

- Engagement with staff, partners, and communities is coordinated at the programme level.
- Each programme identifies and implements suitable engagement approaches to support delivery and change.
- Key engagement outcomes and challenges are reported through portfolio governance.
- This approach ensures that transformation activity is shaped by those it affects and remains responsive to feedback.

## **7. Next steps and timelines**

- Regular Transformation portfolio performance updates will be provided. The next update will be Q2 26/27.

## **7. Contact officer**

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## **8. Background Papers and History of Decisions**

5<sup>th</sup> March 2025, Full Council approval of the Council Plan:

[Public Report Pack - 05 March 2025, Council meeting](#)

## **9. Appendices**

Appendix B- Transformation Portfolio Q4 performance summary

## **10. Service Director responsible**

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