



# Transformation Portfolio

Appendix A  
Q4 25/26



# 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		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



# Transformation Portfolio Dashboard

## Directorate: Public Health and Corporate Resources (PHCR) (1/3)

Programme Name	Overall Status – Red, Amber, Green (RAG)	Status last report - RAG	Prog Start Date	Current Phase End Date	Planned Prog End Date
Contract Management	Green	Green	Jan 26	Jul 26	Jul 26
Enterprise Resource Planning (ERP) Replacement Project	Green	Green	April 24		Implementation by 2030
Digital Transformation	Green	Green	July 25	Dec 27	TBC
Customer & Access	Green	Amber	Nov 24		May 27
Temp Accommodation	Amber	Amber	Apr 24	Sep 26	Sep 26
CCTV	Red	Red	Mar 25	May 26	June 27

# Transformation Portfolio Dashboard

## Directorate: Public Health and Corporate Resources (PHCR) (2/3)

### Key messages

#### Contract Management:

- Phase 2 of the project is underway with a focus on strengthening contract management capability and improving monitoring and data.
- Information gathering has commenced to identify the existing level of contract management skills in place across the organisation.
- There has been good progress on the development of dashboards to provide directorates with a more meaningful summary data for contracts in their areas. Work is also continuing on a more robust process for monitoring contract spend, this will be an interim measure to improve spend reporting ahead of the new ERP solution.

#### Enterprise Resource Planning (ERP) Replacement Project:

- The Transformation Reserve business case for resources to undertake the prepare & procure phase has now been approved
- It has been agreed to push back the governance approvals flightpath slightly. As such capital funding approval will now be sought in September 26. This delay is however expected to be recoverable and still enable contract award in April 27
- Recent areas of progress include the production of the Outline Business Case, establishment of a working group for the specification development and commencement of the prepare and procure phase.

#### Digital Transformation:

- RAG remains GREEN (stable) – programme on track; Phase One (“Stabilise & Enable”) is defined, and mobilisation readiness is strong.
- This period: Phase One plan and core workstream scopes (data, infrastructure, workforce) completed and now in validation; Digital Data and Technology (DDAT) governance model and agreed.
- Next period: confirm scope/sequencing/resourcing and start mobilisation activity, including fast-track validation of priority opportunities.

# Transformation Portfolio Dashboard

## Directorate: Public Health and Corporate Resources (PHCR) (3/3)

### Customer & Access:

- Following a feasibility study a highways customer focused improvement roadmap has been agreed. The first phase focuses on pothole quick wins, to be implemented by May 2026.
- These improvements aim to give customers a better online reporting experience. Customers will also receive clearer, more meaningful feedback after reporting a pothole.
- Improvements made through the missed bins project—specifically enhancements to the Council website introduced in October 2025—reduced bin related calls, with over 2,000 fewer calls in January 2026 than in comparable previous years. This reflects tangible progress in reducing avoidable contact and improving the customer experience.

### Temp Accommodation:

- The no. of people in temporary accommodation has fallen slightly in this reporting period but overall numbers have remained largely stable for the last few months.
- While good progress has been made across all workstreams, the amber rating reflects that the overall level of cost to the Council of Temporary Accommodation remains high.
- The Private Rented Partnership Team (PRP), which supports people at risk of homelessness to secure private rented accommodation, achieved 72 more tenancy sign-ups in 2025/6, compared to 2024/5. This is partly due to having introduced two apprentices into the team to increase capacity.

### CCTV:

- RAG remains RED (sustained) due to ongoing operational risk from life-expired public realm CCTV.
- Funding decision via Capital Assurance Board is still pending; feasibility/funding options paper has been produced to support the decision.
- Continuity planning is being strengthened, including mitigations relating to Dewsbury Police Station closure impacts on coverage/monitoring arrangements.

## TRANSFORMATION PORTFOLIO – Contract Management Review Phase 2

### Overall Programme Summary

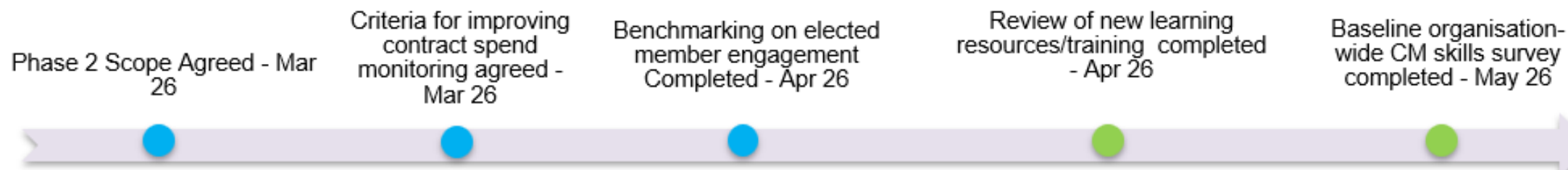
Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Following on from Phase 1 & the auditor's annual audit report. The project's overall aim is to ensure the Council has the right skills, capability & capacity to more effectively manage contracts and ensure value for money is achieved.	<b>GREEN</b>  <b>« « » »</b>	The overall project status is Green (sustained position) due to the specific activities within Phase 2 of the project having now commenced and all key deliverables remaining on track to be achieved within the agreed timeline.

### RAG Status Indicator

### Rationale for RAG status

Outcome (including Savings Targets)	Deliverables are in view to be achieved within the agreed timeline.
Stakeholder	Stakeholders have been engaged and a project delivery group is in place.
Schedule	The scope and timeline have been agreed and achieving the timeline & associated milestones are in view.
Resourcing	Project resources are in place. It will be necessary to ensure that sufficient resource is allocated within services to embed the interventions
Budget (if applicable)	N/A

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



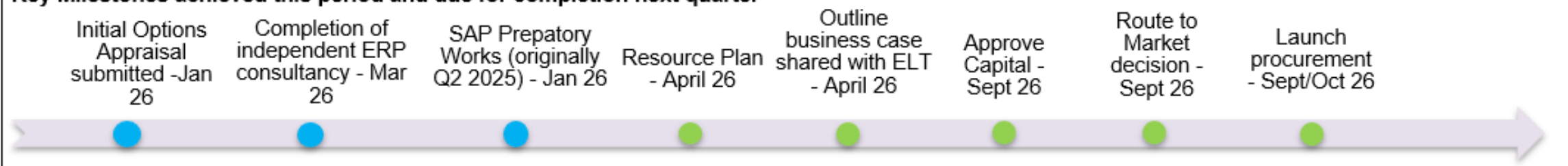
# TRANSFORMATION PORTFOLIO – Enterprise Resource Planning (ERP) Replacement Project

## 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.	<b>GREEN</b> <b>◀◀ ▶▶</b>	The overall project status is rated Green (sustained position), due to activity largely being on track and a Transformation Reserve business case for resourcing the 'prepare and procure' phase now being agreed. The Governance approvals flightpath has however been pushed back, which means the timescale is very tight for "go to market" and may impact on project completion. The planned update to ELT has moved to the end of April, and it has been proposed to aim for September dates to obtain capital approval, which is a pre-requisite to go to market. Therefore, this activity is also delayed from August, new dates subject to the prior meetings and approval. Other items are underway: Outline Business Case produced; Prepare and Procure phase starting; working group for spec development started; Data Prep group in development.

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. 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 ahead of producing the Outline Business Case regarding delivery of overarching outcomes from implementing of a replacement ERP.
Stakeholders	The Stakeholder Engagement Group meeting went well. The Steering Group is well established and meets fortnightly. The Project Board is meeting and has been expanded to include Information Governance. A wider group of end users were included in a demo from a potential supplier.
Schedule	As a result of the delays in Governance approval (detailed above), and with Elections on May 7 <sup>th</sup> , Portfolio Holder Briefings and informal Scrutiny are now expected to take place in June 26. It is proposed to go to Cabinet and Council in Sep 26 (rather than June/July 26) which will delay the planned "go to market" to Sep/Oct 26 (from Aug 26). This may affect implementation and completion dates, but this cannot be confirmed until contract award and discussion with the supplier.
Resourcing	There are currently adequate enabler resources and service specialist for this phase. It is recognised that there will need to be a significant investment in internal and external resourcing in future phases of the project, a good practice resourcing model has been used to support resource planning and a reserves funding bid. A detailed Kirklees resource model has been developed to support the funding bid. Risks have been identified.
Budget (if applicable)	£100,000 secured via the Transformation Reserve for external expertise, this completed in March '26 at £84,000. Additional funding being sought from 26/27 reserves allocation to cover internal resourcing and data migration prep.

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



## TRANSFORMATION PORTFOLIO – (Digital Transformation Programme)

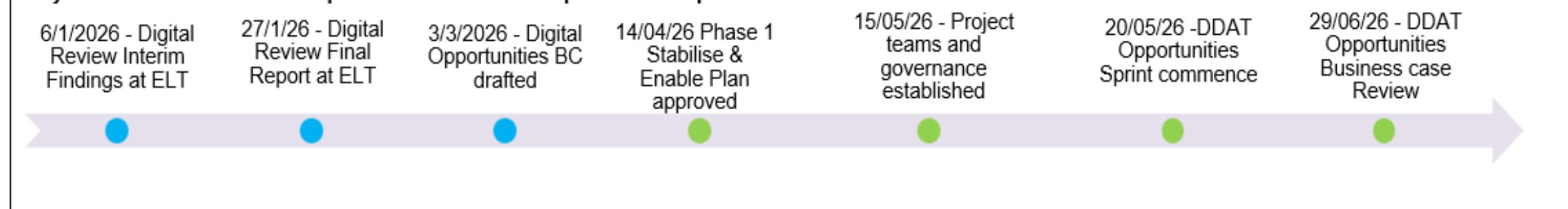
### Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To create a modern, connected & insight-driven Council where people, processes and technology work together to deliver high-quality, efficient & inclusive services, by simplifying & modernising our systems, strengthening digital & data capabilities & empowering our workforce.	<b>GREEN</b>  « « » »	The overall programme status is rated Green (sustained position) due to strong progress in establishing the Digital Transformation Programme following completion of the Digital Review. Phase One (Stabilise & Enable) has been defined, including clear workstream scopes across data, infrastructure and workforce capability, alongside a consolidated plan outlining sequencing and dependencies. This provides a strong foundation for mobilisation, with programme activity on track and no significant risks to delivery at this stage. The programme is now transitioning from design into mobilisation, with initial delivery activity planned to commence in the next period.

### RAG Status Indicator Rationale for RAG status


Outcome (including Savings Targets)	Phase One focuses on establishing the foundations required to enable measurable benefits. Benefits realisation will be defined and tracked as delivery progresses.
Stakeholder	Strong engagement with teams in developing programme content
Schedule	Phase one of Programme agreed including high level timescales
Resourcing	Current resourcing sufficient for programme development, with future needs dependent on further scope development
Budget (if applicable)	Transformation reserve funded the Digital Review, with spend controlled and future investment subject to decisions.

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



## TRANSFORMATION PORTFOLIO – CUSTOMER & ACCESS

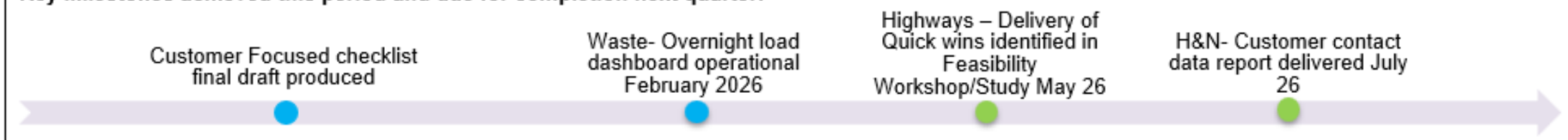
### Overall Programme Summary

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.	<b>GREEN</b>  	The overall programme status is rated green (improved) due to mitigations in place, despite resourcing and outcomes being amber due to issues in D&I potentially impacting on timelines /quality of project deliverables in the Focused Improvement workstream. Mitigations that maintain progress include a phased approach and data skills utilised from enabler teams. Programme-wide milestones remain broadly on track; the Waste project has delivered the overnight dashboard with new insights to focus activity/messaging. In Highways quick wins on pothole reporting /communications progress. Scoping Of H&N data and identification of opportunities has begun.

### RAG Status Indicator Rationale for RAG status

<b>Outcomes</b> (including savings targets)	Highways feasibility study and road map reported to programme board with agreement to move forward, quick wins in progress and planning into medium term milestones underway. Planning call handling analysis conducted with an improvement seen in call answering following work with team. H&N data being gathered to understand customer contact across all channels and identify opportunities. Additionally, Access Strategy and toolkit refresh activity has begun. Customer checklist in final iteration following the Customer Focused survey. Waste overnight dashboard now operational.
<b>Stakeholder</b>	Stakeholder RAG remains green, with Focus Area representatives actively engaged at board and working group levels. Quick wins and longer-term improvements are identified and progressing. Broader stakeholder involvement through targeted discussions and self-assessments is planned following Customer Focus Survey recommendations, including engagement on refresh of Access Strategy. Elected member engagement began on October 6, with key feedback under review. Customer & Access programme will update Scrutiny after the May elections.
<b>Schedule</b>	The schedule has improved to Green. The waste overnight data deliverable was completed in February 26. Decision made at board to pause delivery of real time data deliverable to explore options including a new system supplier in 2028. The Focused Improvement workstream is broadly on track, with flexible timelines to ensure identified opportunities align with OSAMS procurement/implementation. Milestones in development for H&N and toolkit work, considering dependencies on available resources and strategy development.
<b>Resourcing</b>	Resourcing has improved to Amber despite pressure on D&I capacity, putting at risk of delay or reduced quality deliverables, in data reliant activity in the programme. Activities are being sequenced with services to manage demand and data skills within Transformation being utilised which maintains progress. Moving next to H&N for end-to-end Customer contact discovery and implementation of opportunities.
<b>Budget</b> (if applicable)	The programme has no direct budget/savings targets. The programme tracks Transformation reserve funding aligned to the bins project which is now paused with no further spend planned.

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



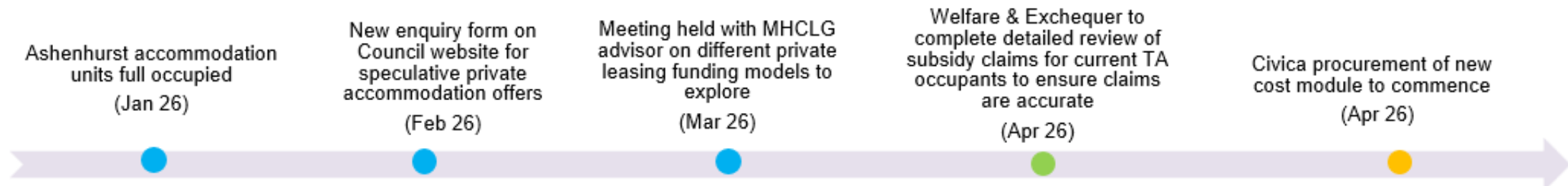
## TRANSFORMATION PORTFOLIO – (Homelessness & Temporary Accommodation Transformation)

### 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 are made.	<b>AMBER</b>  « « » »	The overall programme status is rated amber (sustained position) due to the continuing high costs to the Council of Temporary Accommodation (TA). However, in recent months the project has seen a significant reduction in the no. of households (particularly families) accommodated in unsuitable emergency B&B accommodation and there continues to be a reduction in the no. of households in TA overall. Indications are that costs have started to reduce slightly over the last few months, however costs still remain high overall.

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 significantly falling.
Stakeholders	Strong stakeholder relationships are in place with key stakeholders involved in the Governance/Project Board. The Portfolio Holder is regularly briefed more widely on the project and has been 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 has fallen below the 380 target which was the expected level identified through expert advice, 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 year's 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:



## TRANSFORMATION PORTFOLIO – CCTV & Surveillance

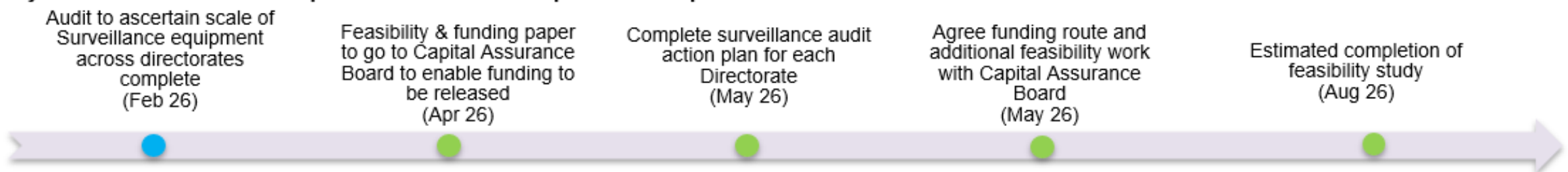
### Overall Programme Summary

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.	<b>RED</b>  <b>« « » »</b>	<p>The overall programme status is rated Red (sustained position), due to the ongoing operational risks associated with ageing public realm CCTV equipment and the continued delay in securing capital funding for replacement of this while the business case is under review by Capital Assurance Board. The red rating reflects the risk of partial or full loss of CCTV coverage due to unsupported, life expired cameras. Despite these risks, progress has been made in auditing surveillance activity across the Council, refining governance proposals, and preparing for feasibility work requested by the Capital Assurance Board.</p> <p>There has however been progress during this period, particularly in terms of the wider audit of CCTV/surveillance equipment across the organisation.</p>

### RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Capital funding remains unconfirmed following the July 2025 bid submission. However, preparatory work has progressed, and the programme is now better positioned to respond quickly once a decision is made.
Stakeholder	Engagement continues to strengthen, with improved participation and clearer lines of communication since the last reporting period.
Schedule	A Project Plan has been drafted and further refined. While procurement and implementation planning remain dependent on funding decisions, preparatory work has progressed to ensure readiness.
Resourcing	Resources remain identified for each workstream.
Budget (if applicable)	No budget has yet been secured following the capital funding bid which was submitted in July 2025.

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



# Transformation Portfolio Dashboard

Directorate: Adults & Health (1 of 2)

Programme Name	Overall Status	Status last report	Prog Start Date	Current phase end date	Planned Prog end date
Adults Programme	Red	Red	05/03/2024	31/03/2026	31/03/2027



# Transformation Portfolio Dashboard

Directorate: Adults & Health (continued, slide 2 of 2)

## Key messages

### Adults Change Programme:

- The programme remains Red (sustained) due to market stability risks and under-delivery against in-year savings, with £6.68m delivered at Month 11 against a £12.069m 2025/26 target; the programme board agreed extension of three project into 2026/27 to complete delivery alongside phase 3 projects. Awaiting final figures from Finance of end of year savings position.
- Delivery progress continues across workstreams, but two priority projects (Fees and Top-ups and Respite and Day Opportunities with a combined £3m savings target) are significantly under delivering impacting financial modelling assumptions, the programme board approved extension of timelines into 26/27 alongside phase 3 projects and requested enhanced monitoring in the early stages of the new financial year to support delivery, mitigate risks, and improve confidence in future savings realisation.
- Note: The £6.68m achieved in year does not include savings that will be achieved through practice activity where delivery is complete and there is a time lag between implementation and full year realisation of benefits.
- Previously reported, sensitivities in the provider market persist; stakeholder engagement remains critical around the Fair Price for Care reforms.
- Phase 3 project scopes are being finalised, delivery and financial modelling is underway to achieve the forecasted £3.2m 26/27 savings target.

## TRANSFORMATION PORTFOLIO – ADULTS CHANGE PROGRAMME

### 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.	<b>RED</b> « « » »	<p>The overall programme status is rated red (sustained position) due to delivery risks linked to market stability and underachievement of in year savings against forecast. The programme will require extension into the next financial year (Fees and Top-ups and Respite and Day Opportunities Framework projects) to complete activity. At Month 11, £6.68m has been delivered against the £12.069m target, with £7m forecast for 2025/26 and the remainder expected in 2026/27.</p> <p>Subject to agreement on a time extension and further engagement with service providers the RAG status is expected to move in a more positive direction over the first quarter of the new financial year.</p> <p><i>Note: Programme Board/DCB endorsed mitigating action to respond to the 24/25 £2.17m variance by resetting the 26/27 income budget and using any in year savings (currently £295k) to offset income pressures. The MTFP seeks to remove the pressure over the next 3 years (plan £600k pa), this is not included in the overall RAG rating.</i></p>

### Status Indicator

### Rationale for RAG status

<b>Outcome</b> (including Savings Targets)	£6.68m has been delivered against the £12.069m savings target for 2025/26. Savings have been achieved through improved practice for new service users, enhanced outcomes for existing service users resulting in reduced or avoided packages of care, and targeted intervention with underperforming domiciliary care providers. Updated projections indicate that £7m will be delivered within 2025/26, with the remaining savings expected to be realised in 2026/27, however, the programme remains subject to market stability risks.
<b>Stakeholders</b>	Stakeholder engagement continues to be a critical component of programme delivery due to the complexity of planned changes, market sensitivities, and the potential negative impact on the sustainability of care providers and consequently service users (Risks 01 & 14). Following recent communications outlining the transition to a complexity-informed commissioning approach concerns have been raised that will require further examination to ensure that planned changes do not create unacceptable disruption in the local care provider market.
<b>Schedule</b>	To date two projects (Fees and Top-ups and Respite and Day Opportunities) are significantly under achieving against forecast and will require extension into the new financial year. Enhanced monitoring of future performance will be required to ensure delivery in the early stages of the next financial year. Replanning of the move to gross payments in care homes to align with the fees and top-ups changes is underway.
<b>Resourcing</b>	Prioritisation of other activity is impacting progress on a number of projects.
<b>Budget</b>	To date, £958k has been committed to programme delivery resourcing (£604k spent to date). Based on current forecasts, an estimated £300k of the committed expenditure will need to be carried forward into 2026/27 to support roles where recruitment and delivery span financial years.

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



# Transformation Portfolio Dashboard

## Children & Families (1 of 2)

Programme Name	Overall Status	Status last report	Prog Start Date	Current phase end date	Planned Prog end date
Corporate Parenting	Green	Green	2025	n/a	2026
Sufficiency	Amber	Amber	2022	n/a	TBC
Special Education Needs and Disabilities (SEND)	Amber	Red	2021	Jun 26	2030

# Transformation Portfolio Dashboard

## Children & Families (2 of 2)

### Key messages

#### Corporate Parenting

- The Corporate Parenting programme remains Green overall, as while a small number of milestones have been reprofiled, the overall direction of travel remains positive, with clear plans in place to embed the new Care Leavers service model from 1 June 2026 following appointment to key leadership posts, and to present the revised finance policy for Care Leavers to full council in the new municipal year.
- A full review and update of the Continuous Service Improvement Plan was completed in March 26, and the improvements made to the service in 25/26 highlighted in an annual report to the Kirklees Parenting Board. Feedback from the Partnership Board included recognition of 'progress at pace' for the Collective Support workstream – which focuses on our Education, Training and Employment and lifelong learning support for children in care and care leavers.

#### Sufficiency

- Overall looked after children numbers have increased requiring further placements into external residential children's homes. The no. of children looked after living in a family setting currently stands at 67.3%.
- The new governance around the Sufficiency Delivery Plan is in the process of being implemented, with the first Programme Board to be chaired by the Chief Executive scheduled for 28<sup>th</sup> May.

#### Special Educational Needs and Disabilities (SEND)

- Overall RAG rating has been reduced to Amber this month given that there is now further clarity on the Government's funding approach to the historic and in-year deficit following closure of Safety Valve. The Government have also announced an allocation of £3.5m 'experts at hand' funding as part of the reforms.
- EHCP compliance has slightly increased to 24.6%, with 57 plans issued in March (more than double the amount issues in March 25). A deep dive into the key sources of delay is in progress.
- Work is being undertaken to consider how the future SEND programme activity is structured to align with the seven 7 pillars identified within the Government reforms.

## TRANSFORMATION PORTFOLIO – Corporate Parenting

### 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.	<b>GREEN</b>  <b>◀◀ ▶▶</b>	The overall programme status is rated Green (sustained position) due to the four workstreams making significant progress since the start of this work. For the past twelve months we have remained focussed on recruiting to the agree additional roles within the care leavers service to enable the service to address stubborn areas of performance and capacity. We are now on target to achieve full recruitment by the first week of June 2026. 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 most recent 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 is 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.

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

Continuous Service Improvement Plan updated across key strategic priority areas  
(Mar 26)

Annual Report presented to Kirklees Parenting Board & Children's Scrutiny  
(Mar 26)

New Team Managers in Care Leavers Service to start in post  
(Jun 26)

Implement new Care Leavers Service Structure  
(Jun 26)

Approve care leavers finance policy  
(Aug 26)



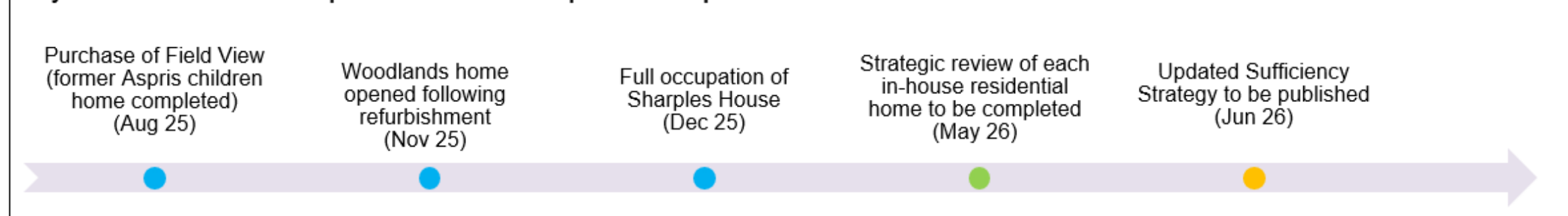
**Overall Programme Summary**

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"> <li>• Children and young people will live locally with carers that can meet their needs.</li> <li>• Children and young people will live in stable homes.</li> <li>• Children and young people will have access to the support they need to maintain a safe and stable home.</li> <li>• Care leavers will have access to a variety of housing options that meets their needs.</li> </ul>	<p><b>AMBER</b></p> <p>« « » »</p>	<p>The overall programme status is rated Amber (sustained position) 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 67.3% 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 and field view due to staffing and building works)
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:**



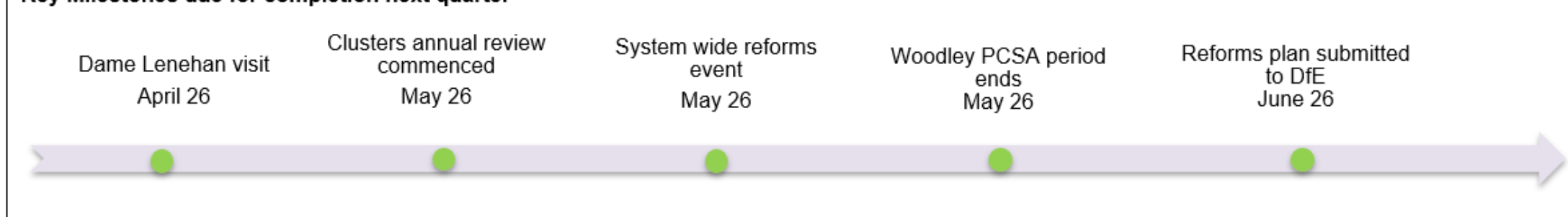
**Overall Programme Summary**

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 &amp; 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><b>AMBER</b></p> <p>⚡</p>	<p>The overall programme status is now rated amber (moving from red) due to the anticipation of Kirklees receiving 90% of the SEND overspend as part of the reforms.</p> <p>Significant work continues to be undertaken, resulting in a range of milestones being successfully achieved. It is noted that there are still significant pressures / work, including cultural, to undertake and the very tight timescales imposed by the reforms will add to the challenges.</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. Key preparations are underway to deliver the plan required for the reforms. An overview board has been established to drive delivery of the reforms plan and includes membership from PCAN, ICB, Junior / High / Special schools.
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	Government expectations on co-producing the reforms plan mean resources across the piece are very stretched. The timing also conflicts with annual leave for a raft of key players, as well as bank holidays / school holidays, leading to an even more challenging situation.
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. Looking forward, we are anticipating that Kirklees will receive 90% of the overspend as part of the reforms. This accounts for the change from red to amber.

**Key Milestones due for completion next quarter**



# Transformation Portfolio Dashboard

## Directorate: Place (1 of 3)

Programme Name	Overall Status	Status last report	Prog Start Date	Current phase end date	Planned Prog end date
Operational Services Asset Management System (OSAMS)	Green	Amber	June 2023	n/a	2028
Homes and Neighbourhoods (H&N)	Amber	Amber	2022	n/a	2027
Asset Transformation	Amber	Amber	May 2025	n/a	Apr 2027
Fleet	Amber	Amber	Apr 2024	n/a	Mar 2031
Waste Transformation	Amber	Amber	Sep 2019	n/a	Dec 2028
Passenger Travel	Red	Red	April 2023	n/a	Dec 2028

# Transformation Portfolio Dashboard

## Directorate: Place (continued, slide 2 of 3)

### Key messages


- **Operational Services Asset Management (OSAMS)** – Following re-baselining of the programme (in line with the go-live of the tender exercise), the OSAMS programme is on track. Tender evaluation has identified a highest scoring supplier and following further due diligence (clarification questions) will progress to system demonstration. Contract award is expected to be in May 26, and draft implementation plans have been shared with services in advance of this to support business readiness and resource planning.
- **Homes and Neighbourhoods (H&N)** – The Amber RAG status for the H&N transformation programme reflects current pressures and uncertainty. Specifically, whilst good progress has been made to address outstanding reporting and interface challenges for Phase 1 implementation of the Cx Housing Management system (which supports management of customer and service interactions), sustained resource/timeline pressure remains across Cx Phase 2 and the Total implementation. Gap analysis for Total implementation is nearing completion and is helping ensure shared clarity on the scope and contract management approach, ahead of the revised go-live date (provisionally Sept 26). Successful tenant engagement activity includes go-live of the website mini-brand and partnership Fire Safety activity with West Yorkshire Fire Rescue Service (WYFRS). H&N have been notified of an inspection 30 June – 2 July, preparation for this may impact on some existing corporate commitments but is not expected to affect this programme.
- **Asset Transformation** – The Asset Transformation programme is moving into a new phase (in 26/27) following the formation of a new Programme Board and approval of high-level programme plan, workstreams and objectives. Asset workshops are due to complete end of April 26, after which key findings will be shared and used to inform detailed planning. Briefs for both the Waste and Parks depot feasibility studies have been signed off and will provide worked-up proposals to feed into this Autumn's capital programme plan. Asset disposal activity in 25/26 successfully generated £7.8m capital receipts (against a £6m target), and £1.3m revenue savings have also been realised in 25/26.
- **Fleet** – Following a period of review and prioritisation, procurement of critical fleet vehicles is currently on hold, with plans to recommence following agreement of the funding approach for critical H&N fleet (Executive Leadership Team (ELT), 5 May 26). The review process has identified an additional 22 vehicles as needing replacing (due to a range of factors), which along with continuing unpredictable market prices means that further prioritisation activity is underway and will come to SLTs in May for feedback. Briefings on the draft Sustainable Fleet transition plans are scheduled with Senior Leaders post-election after which the Sustainable fleet business case will be finalised.

# Transformation Portfolio Dashboard

## Directorate: Place (continued, slide 3 of 3)

- **Waste** – Complexity of finalising documents required for tender notice and a need to finalise some decisions post-election has led to the publication of the tender notice for the Integrated Resource and Waste Management Services (IRWMS) contract to 11 May 26. However, the current anticipated programme plan retains adequate time to complete a procurement with dialogue and a mobilisation period to ensure commencement of services on 1st April 2028.
- **Passenger Travel** – The Passenger Travel programme remains Red due to the impact of the delayed Contract and Dynamic Purchasing System workstream (due to limited availability of Procurement support, impacted by the Integrated Resource and Waste Management Service tender being pushed back) which means these changes will not be in place in time for the September 2026 school year. Positive progress has been made in other workstreams, with the new IT system implementation on track for go-live in July 2026, ahead of re-routing activity this summer, and activity to review pre-16 policies progressing to plan following clarification on West Yorkshire Combined Authority's (WYCA) new charging model. Whilst rising costs and demand increases continue to impact on the overall budget position, the work undertaken has successfully reduced the average cost per child for both pre-16 and post-16 travel.

**Overall Programme Summary**

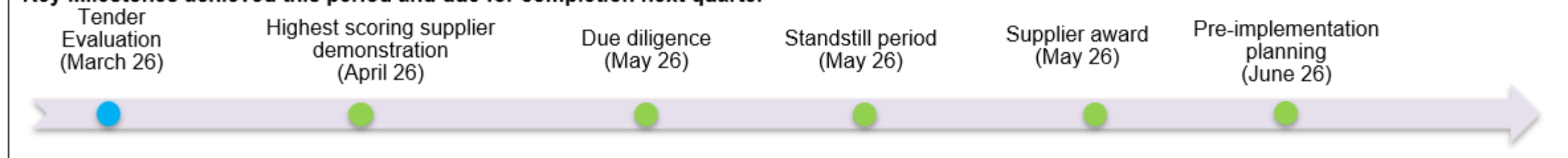
Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
This overall aim of the programme centres on a large-scale IT procurement that will allow us to replace multiple out of date IT applications within Highways and Parks and Greenspace with a holistic Asset Management, Works and Stores system.	<b>GREEN</b> 	The overall programme status is Green down from Amber due to the programme being back on track following re-baselining of the programme. We continue to closely monitor the programme closely surrounding the RAG status due to the ongoing risk associated with legacy systems going end of life. The tender is currently under evaluation awaiting the formal award which is expected May 2026.

**RAG Status Indicator**

**Rationale for RAG status**

Outcome (including Savings Targets)	The financials and resource assurances remain in place; we are currently working with Finance and suppliers to ensure affordability using budget information and quotes from the suppliers to ensure that we have enough capacity to cover the solution and resources for the lifecycle of the programme. We will also revisit the permitted modifications once we have awarded to see if we can encapsulate the CRM module as part of the phased implementation to ensure our customers receiving the best experience possible from a holistic system.
Stakeholder	We continue to engage with all stakeholders including holding regular briefings/meetings and workshops ensuring that the RAG Status is appropriate. We continue to work with service, HR and communications and other supporting teams such as IT/Procurement ensure that we are working collectively and fully engaging with our stakeholders. We have delivered the first Customer facing workshops starting with Highways Business support officers, union engagement updates have been undertaken.
Schedule	The revised procurement flight path is now in place. We are on track with the estimated target of early May 2026 for award of contract to the successful supplier. The green flag reflects the change and work streams have been rebase lined as discussed within the last highlight report.
Resourcing	We have identified the need for capacity for the significant workstreams and areas of resource/capacity that will be required and additional working groups including IT, service, D&I and procurement with an additional working group to ensure that our customer needs are being considered throughout. The RAG is green as there is no immediate issues and rebase lining has been completed to ensure confidence in milestone delivery. We are closely monitoring the position and will update accordingly.
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**



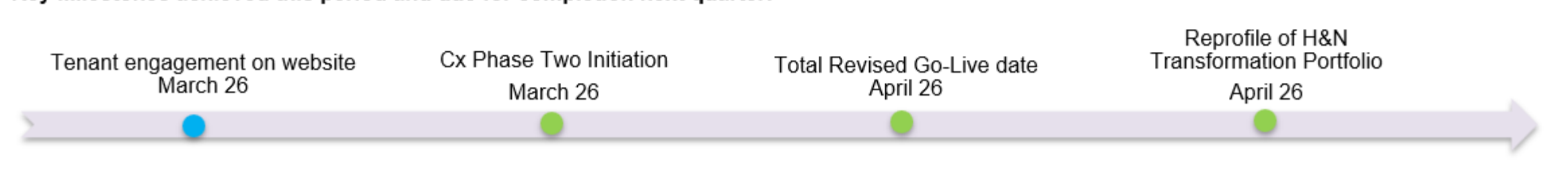
**Overall Programme Summary**

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>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.</p>	<p><b>AMBER</b></p> <p>« « » »</p>	<p>The overall programme status is rated Amber (sustained position) due to outstanding issues from Cx Go-Live, resourcing and timeline pressures for Cx Phase two &amp; Total within both the business and corporate enablement services which will remain for the life cycle of each project. There are also resourcing pressures across multiple workstreams, new leadership being established in the service and a number of projects in discovery stages; therefore, amber accurately reflects the pressures and uncertainty within the programme.</p>

**RAG Status Indicator Rationale for RAG status**

Outcome (including Savings Targets)	<p>The Cx interfaces are now complete and the transition to Phase Two is being initiated. The major item outstanding from Phase One is reporting. The Total gap analysis is nearing completion with findings due to be presented to a project Board in April. Outcomes for other activities are mostly on track with timelines and resourcing remaining tight, posing an ongoing risk to benefit realisation.</p>
Stakeholder	<p>The majority of manual mitigations for Cx have been stood down and the backlogs created for these are being worked through. Stakeholders will be engaged and consulted for Phase Two initiation with a focus on ensuring system confidence. The Total consultant has reengaged key stakeholders and momentum is gaining to re-commence delivery. The service is experiencing a high level of change in both projects, processes and leadership which will be considered during the next 12 months of delivery.</p>
Schedule	<p>Initiating the transition to Cx Phase Two is underway. Total is awaiting a new Go-Live date, expected within the next few weeks. Most other activities are within schedule.</p>
Resourcing	<p>There is ongoing reliance on the reliability of external contractor resourcing, as well as staff absences and skills gaps requiring project leads to absorb additional duties. There are also pressures for corporate enabling services and balanced with the tight schedule for delivery, this remains an ongoing risk.</p>
Budget (if applicable)	<p>All projects are within budget.</p>

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

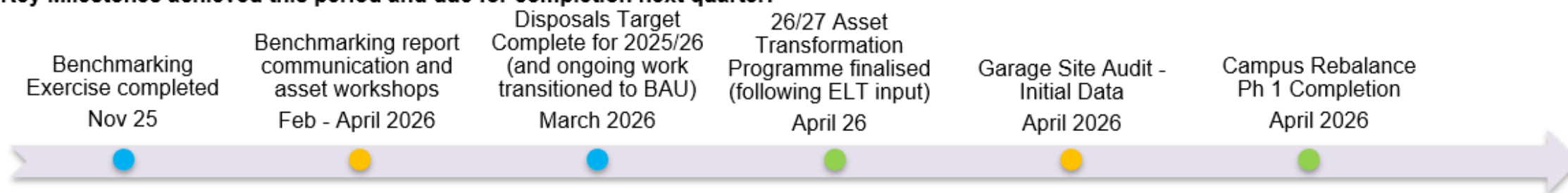


**Overall Programme Summary**

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>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.</p> <p>3 Key Deliverables aligned to this aim are:</p> <ol style="list-style-type: none"> <li>1. Commissioning of an external Benchmarking Exercise</li> <li>2. Asset Disposal Programme</li> <li>3. Asset Utilisation Activity</li> </ol>	<p><b>AMBER</b></p> <p>◀◀ ▶▶</p>	<p>The overall programme status is rated Amber (sustained position) due to the 2026/27 Asset Transformation programme being in its review and sign off phase. Key asset utilisation activity (e.g. Parks Depot Review, Storage Review, Waste Depot Review and Central Office Accommodation Review) are progressing. Disposal activity is progressing well and will be managed within BAU operations going forwards. The status also reflects the current key risks to realising asset disposals outcomes that rely on many internal and external factors</p>

RAG Status Indicator	Rationale for RAG status
Outcome (including Savings Targets)	Overall status is Green, Month 11 Monitoring showed CFM as a balanced budget – year-end figures still to be confirmed but 25/26 targets have been met. Benchmarking activity is completed, and Key Asset Utilisation projects are progressing albeit still slowly. Project around Parks Depots (South) is now in feasibility stage. A brief has been drafted for the Storage Review and key data collated for assessment to inform the Waste Depot review. Office Accommodation utilisation is being compiled across five key sites.
Stakeholder	Following sign-off of the final benchmarking report, stakeholder engagement is taking place in February and March 2026 through a series of workshops with key services. Positive market engagement with disposals evidenced at recent auctions.
Schedule	Utilisation Monitoring underway, final benchmarking report signed off, high-level plan for 2026/27 programme developed following engagement with ELT and initial Programme board meeting. Slight delay to completion of asset workshops due to size and complexity of discussions. Phase 1 Campus rebalancing due to complete April / May 26. Disposals completed.
Resourcing	Resource issues are apparent in all areas of the programme; however, these can currently be managed within the teams. Although Benchmarking exercise is complete, there will be a pressure on Senior Management Team to support the detailed development of the new Asset Transformation Programme through stakeholder discussions once workstream leads are agreed and workshops completed.
Budget (if applicable)	Month 11 Monitoring showed CFM as a balanced budget – year-end figures still to be confirmed but 25/26 targets have been met, however this will increase pressure moving into 26/27 - ongoing monitoring and dialogue is taking place with finance colleagues to ensure management within the overall budget. Currently on track to deliver £1.379m budget saving, and a final value of £7.832m Capital at year end.

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

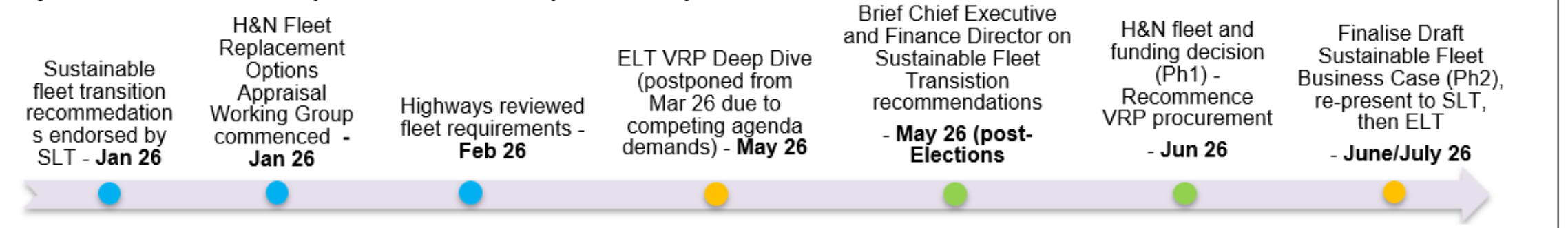


**Overall Programme Summary**

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).	<b>AMBER</b> « « » »	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)	Ph1 VRP Deep Dive continues, reassessing fleet priorities due to rising costs and changing operational needs. This includes re-profiling critical replacements, reviewing service-delivery impacts and H&N's fleet Capital funding source (H&N Fleet Replacement Options Appraisal Working Group set-up to review). Planned ELT VRP Deep Dive session was postponed due to competing agenda demands to April (date TBC). VRP procurement to recommence following the outcome of the HRA fleet funding review. Ph 2 – SLT agreed on content and recommendations for the upcoming Sustainable Fleet Transition business case. SLT agreed to postpone finalising the business case and progressing until after the Elections period. Amber rating reflects operational and financial risks to supporting the transition.
Stakeholder	Full support from Procurement in prioritising vehicle procurement. Due to concerns regarding capacity within Children's Services SLT, the directorate are engaged through sharing of communications but not actively involved in the board / working group at this point.
Schedule	Amber rating reflects earlier delays in service fleet reviews affecting Ph 1 procurement and the VRP Deep Dive, including re-profiling fleet priorities and reviewing HRA funding. Ph 2 is progressing, with a Chief Executive and Finance Director briefing to be planned for May (post-Elections), followed by finalising the Sustainable Fleet Transition Business Case for SLT and then ELT.
Resourcing	Officer who undertakes the vehicle procurement role in Transport Services has recently left the organisation – 18 Dec 25. <b>Mitigation</b> – Fleet and Transport Manager undertaking the tasks in the absence of the Officer, but situation is not sustainable. Recruitment exercise will begin end of Mar 26 (Finance, SLT and Peoples Panel approved).
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:**



## TRANSFORMATION PORTFOLIO – (Waste – IRWMS Procurement)

### Overall Programme Summary

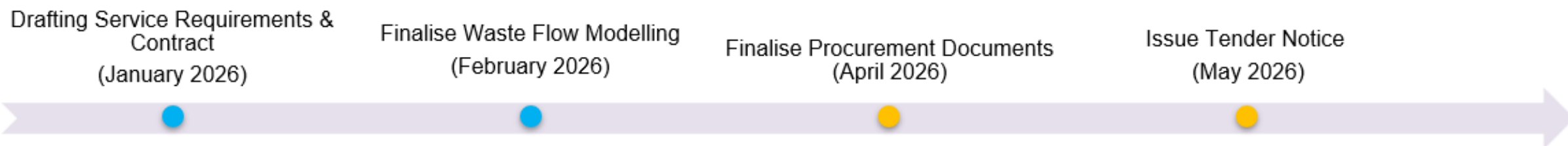
Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
A smooth exit from the Waste PFI contract and seamless transfer to an O & M arrangement, providing VfM future services that align with strategies and policy changes.	<b>AMBER</b> «« »»	The overall programme status is rated Amber (sustained position) due to the requirement to reschedule decisions. There also remains a limited time to finalise all of the contract documents required to be published at Tender Notice, despite the deadline being pushed back to Early May.

### RAG Status Indicator

### Rationale for RAG status

Outcome (including Savings Targets)	A further review of the preparation timeline and Competitive Flexible procedure provides time to conduct a thorough procurement process and maintain a comfortable mobilisation period to facilitate a smooth transfer, remaining on schedule to meet the service commencement deadline of 1 <sup>st</sup> April 2028.
Stakeholder	A shrinking market with potentially only three suppliers has been identified as part of the Integrated Resources and Waste Management Services (IRWMS) procurement.
Schedule	Rescheduling allows time for settling decisions but shortens the length of the procurement process and contingency time.
Resourcing	Advisors and internal services are providing necessary support, and advisors used where internal support is not available (Property).
Budget (if applicable)	Due to an increased emphasis on advisor activity, expenditure is projected to exceed the £200,000 revenue budget for the current financial year.

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



## TRANSFORMATION PORTFOLIO – (PASSENGER TRAVEL)

### 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	<b>RED</b> « « » »	The overall programme status is rated Red (sustained position) due to continued and increased risks across a key workstream. Notably in this reporting period the RAG rating for the Contract & DPS workstream has maintained Red status due to resources challenges. The forecast year end budget position was at Month 11 projecting to be £176,468 overspend this is despite the one injection of £500k into the 25/26 budget.

### 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.
Stakeholder	To date, there has been no notable impact on overall service delivery
Schedule	Further slippage in schedule has occurred in particular relating to contract / DPS workstream. However, IT system is on track to go live on revised date of July 2026.
Resourcing	Some resourcing issues remain particular from a procurement perspective, delays in waste contract have meant procurement resources are not yet available for the contract / DPS workstream.
Budget (if applicable)	Budget monitoring shows a predicted overspend on base budget by end of financial year, primarily driven by PA costs, Transport Costs, and demand.

### Key Milestones achieved this period and due for completion

