

## Q1 BUSINESS PLAN WORKSTREAM PROGRESS REPORT

Workstream	Sub-section	Comments
Executive Summary & Cross Cutting Themes	Executive Summary	Overall the Chamberlain's Department has made good progress on its business plan with key programmes moving forward and on track as below. More work is to be done on Income Generation as progress has been slow due to a lack of capacity and skills across the organisation that are needed to develop income generation opportunities. The Income Generation Working Party (IGWP) has been set up and has agreed priority areas which are showing good progress. More work is to be done on the benefits realisation of programme SAPphire but this is underway.
Executive Summary & Cross Cutting Themes	Cross-Cutting Theme :01. EEDI	Our EEDI Group continues to meet regularly To better our EQIA understanding key individuals will be encouraged to complete training while all will be invited to do the course. Under our training and development programme all training is offered to all with equal opportunities for everyone. At our next all staff call we will be inviting one of the Staff networks to come and introduce themselves and the work that they do.
Executive Summary & Cross Cutting Themes	Cross-Cutting Theme: 02. Transformation	Programme SAPphire (ERP) completed the build and testing for the first deliverable; the learning management system. However the project team are continuing hyper care before transitioning back to HR for BAU, this has impacted the full benefits realisation. More work is to be completed on this in quarter 2. Work continues the design of the chart of accounts for the finance system. Work continues on the Financial Services Transformation (FIT Strategy), it is now undergoing the approval process while budget holder training and business partner training is underway. A decision to delay the development of the new procurement code was made to allow for further consideration of the freedoms provided by the new procurement act.
Executive Summary & Cross Cutting Themes	Cross-Cutting Theme: 03. Risk and Interdependencies	Risks are reviewed on a monthly basis good progress is being made on ensuring records are completed in full. Risks are reported to appropriate committees regularly. In the next quarter a risk appetite session is to be held with risk owners. Internal audit are making good progress on the audit plan and this is aligned to corporate risks and top level departmental risks. Early indications from audit findings are showing fewer limited assurance opinions.
Workstream: 01. ERP Programme	RAG Status	AMBER
Workstream: 01. ERP Programme	Performance Measure: 01. Implementation of learning, performance and recruitment module	system went live 09/06/2025
Workstream: 01. ERP Programme	Performance Measure: 02. Implementation of HR and payroll module	To be measured in Q3
Workstream: 01. ERP Programme	Performance Measure: 03. Implementatoion of Finance and Procurement module	To be measured in Q4
Workstream: 01. ERP Programme	Workstream Assessment	The first wave of Programme SAPphire (SuccessFactors) has gone live, introducing new modules for e-learning, performance management, and recruitment. The project team provided hyper care for a period of one month following the launch, the services have transitioned to business as usual, with recruitment due to transition in July. Ongoing support from ERP HR subject matter experts will continue throughout the implementation. The handover includes the Benefits Realisation plan which will be owned by the new People Director to ensure delivery of the long term benefits of ERP SuccessFactors.
Workstream: 01. ERP Programme	Next Steps	Certain areas such as the schools and the police, have not fully implemented Wave 1. Discussions are ongoing to prepare these teams for the on-boarding process.
Workstream: 02. Training and Development	RAG Status	GREEN
Workstream: 02. Training and Development	Performance Measure: 01. Increase % of staff qualified or working towards a professional qualification	To be measured in Q4
Workstream: 02. Training and Development	Performance Measure: 02. Competency Framework Completed for all teams	To be measured in Q4
Workstream: 02. Training and Development	Performance Measure: 03. Relevant staff completed green book training	To be measured in Q4

Workstream: 02. Training and Development	Workstream Assessment	Good progress is being made on this workstream with lots of actions being undertaken by the group including lunchtime learning sessions. Training plans are being developed but these need to be reviewed to ensure synergies across the departments.
Workstream: 02. Training and Development	Next Steps	Training plans to be collated, comms plan for the Learning and Development group to be implemented.
Workstream: 03. Commercial Transformation	RAG Status	AMBER
Workstream: 03. Commercial Transformation	Performance Measure: 01. 100% of business processes mapped	33% on track first quarter
Workstream: 03. Commercial Transformation	Performance Measure: 02. Jagger implementation complete	Not yet ready to measure
Workstream: 03. Commercial Transformation	Performance Measure: 03. Pipeline published with 90% accuracy	Not yet ready to measure
Workstream: 03. Commercial Transformation	Performance Measure: 04. New contract management operating model agreed, and funding source identified	Not yet ready to measure
Workstream: 03. Commercial Transformation	Workstream Assessment	Decision made to delay the development of the new procurement code to allow for further consideration of the freedoms provided by the new procurement act.
Workstream: 03. Commercial Transformation	Next Steps	More engagement needed particularly with institutions, agree with PPSC new timeline to deliver the code.
Workstream: 04. Income Generation	RAG Status	RED
Workstream: 04. Income Generation	Performance Measure: 01. £3-6m income generated	To be measured in Q4
Workstream: 04. Income Generation	Performance Measure: 02. Consolidate COL capability at level 1 of maturity across all criteria	To be measured in Q4
Workstream: 04. Income Generation	Workstream Assessment	Progress has been slow due to a lack of capacity and skills across the organisation that are needed to develop income generation opportunities. Focus areas were recommended through Efficiency and Performance Working Party (EPWP) in March 2025, which include Heathrow Animal Reception Centre, Guildhall School of Music and Drama ( GSMD) , Natural Environment Charities Review, Advertising and Lord Mayors Show are all underway showing good progress. The Income Generation Working Party (IGWP) has been set up which was approved through Policy and Resources Committee in June 2025.
Workstream: 04. Income Generation	Next Steps	Income Gen working party has been set up chaired by Chair of Policy & Resources. The group have agreed priority areas of focus which include advertising and piloting key indicatives through the Lord Mayor's Show 2025. A proposal on progressing advertising initiatives will be considered by the Policy and Resources Committee in September. Expertise will be sought in relevant areas including Intellectual PropertyProperty Rights (IPR) and through the development of the Transformation Strategic Partner to build capacity gaps.
Workstream: 06. Replacement Freedom System	RAG Status	AMBER
Workstream: 06. Replacement Freedom System	Performance Measure: 01. Adherence to budgetary spend profiles (projects)	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Performance Measure: 02. Delivery of back-end database	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Performance Measure: 03. Data transfer	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Performance Measure: 04. Training for team	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Performance Measure: 05. Comms for liveries	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Performance Measure: 06. Full implementation	To be updated as the project moves forward
Workstream: 06. Replacement Freedom System	Workstream Assessment	Previous solution did not work out. We are now seeking an alternative solution. In the meantime we are working with the internal IT team to see what can be done in house either to replace or as an interim solution.
Workstream: 06. Replacement Freedom System	Next Steps	Continue work with the IT team to find an internal solution or to find an external provider.
Workstream: 07. FSD Transformation	RAG Status	GREEN

Workstream: 07. FSD Transformation	Workstream Assessment	Budget holder training and business Partner training is underway. FIT strategy undergoing approval process.
Workstream: 07. FSD Transformation	Next Steps	Assign workstream leads and confirm timescales on deliverables.
Workstream: 08. Programme Governance	RAG Status	GREEN
	Performance Measure: 01. Launch of new project gateway process	To be measured in Q2
Workstream: 08. Programme Governance	Performance Measure: 02. 25% reduction in Red rated projects on the corporate portfolio	To be measured in Q2
Workstream: 08. Programme Governance	Workstream Assessment	Enabling progress reporting in Autumn.
Workstream: 08. Programme Governance	Next Steps	Sharing information when its ready.
Workstream: 09. Review the Chart of Accounts	RAG Status	AMBER
Workstream: 09. Review the Chart of Accounts	Workstream Assessment	HCL undergoing build stage, they are currently under resourced there has been a change to public cloud and learning from both sides. This is the right thing to do as it is the direction of travel across the industry. Internal team have worked considerably hard to get back on track.
Workstream: 09. Review the Chart of Accounts	Next Steps	Assurance partner to provide feedback to Financial Leadership Group to sign off.
Workstream: 11. Internal Audit Quality Assurance and Improvement Programme	RAG Status	GREEN
Workstream: 11. Internal Audit Quality Assurance and Improvement Programme	Performance Measure: 01. Increase the number of Internal Audit Days	On track to deliver 1000 audit days this year.
Workstream: 11. Internal Audit Quality Assurance and Improvement Programme	Performance Measure: 02. Alignment to the Global Internal Audit Standards - 90% alignment by 2027	94%
Workstream: 11. Internal Audit Quality Assurance and Improvement Programme	Workstream Assessment	Experienced some long term sickness absence but we are still expecting to exceed 1000.
Workstream: 11. Internal Audit Quality Assurance and Improvement Programme	Next Steps	N/A workstream is on track
Workstream: 12. Pensions Dashboards	RAG Status	GREEN
Workstream: 12. Pensions Dashboards	Performance Measure: 01. Appointment of Integrated Service Provider (ISP) required to 'onboard' with the national digital framework	Complete
Workstream: 12. Pensions Dashboards	Performance Measure: 02. Overall connection deadline set by legislation 31/10/2026	To be measured in Q3
Workstream: 12. Pensions Dashboards	Performance Measure: 03. Recommended connection date for public sector pension schemes 31/10/2025	To be measured in Q3
Workstream: 12. Pensions Dashboards	Workstream Assessment	Project is on track for completion statutory deadline. Contract is in place and on implementation process has begun.
Workstream: 12. Pensions Dashboards	Next Steps	N/A workstream is on track

<b>Workstream: 13. Corporate Insurance Programme Tender</b>	RAG Status	GREEN
<b>Workstream: 13. Corporate Insurance Programme Tender</b>	Performance Measure: 01. Appointment of broker able to support risk and insurance requirements of the City Corporation	Not yet ready to measure
<b>Workstream: 13. Corporate Insurance Programme Tender</b>	Performance Measure: 02.Placement of insurance contracts to meet legal requirements, provide financial protection for unforeseen losses, and provide claims handling services	Not yet ready to measure
<b>Workstream: 13. Corporate Insurance Programme Tender</b>	Workstream Assessment	Procurement is on track for broker service via the framework. Work on the insurance policies is due to commence in due course.
<b>Workstream: 13. Corporate Insurance Programme Tender</b>	Next Steps	N/A workstream is on track