

City of London Corporation Committee Report

Committee(s): Finance Committee – For information	Dated: 09 December 2025
Subject: Chamberlain's Business Plan Quarter 2 2025/26 update	Public report: For information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Chamberlain's Department as a support service aims to impact all six outcomes in the Corporate Plan directly or indirectly.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Chamberlain
Report author:	Leah Woodlock, Chamberlain's Project Manager

Summary

This report provides an update on the progress of Chamberlain's Department against the Business Plan during quarter two of 2025/26. The Finance Committee are receiving this report to review progress against workstreams that relate to the work it oversees. The Chamberlain's Department has a total of 13 workstreams across the seven divisions. Two workstreams are Digital Information and Technology Service (DITS) focused and are under the oversight of Digital Services Committee. The remaining 11 workstreams updates are reporting to Finance Committee.

Five of the eleven workstreams are currently rated amber due to various factors. Mitigation measures have been identified and will be implemented in Q3, with the aim of returning the workstreams to a green status and aligning them with the outcomes of the 2025/26 Chamberlain's Business Plan.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The Chamberlain's Department provides quarterly updates to Finance Committee on the activities and achievements against the approved business plan. This report provides an update on the department's performance by workstream during quarter two (Q2) of 2025/26.

Current Position

2. The Chamberlain's Department work programme comprises thirteen workstreams distributed across seven divisions. Two of these workstreams are dedicated to Digital Information and Technology Services (DITS) and fall under the purview of the Digital Services Committee. The remainder are reportable to the Finance Committee.
3. The details of the key updates, challenges and future priorities are detailed in Appendix 1.

Executive Summary

4. The Chamberlain's Department continues to make progress on all workstreams within the 2025/26 Business Plan. With the successful completion in Q2 of the Implementation of the Jaggaer Contract Management System and the appointment of an Integrated Service Provider (ISP) for the incoming Pensions Dashboards.
5. Five out of thirteen workstreams are currently rated amber for different reasons. Mitigation measures have been identified for implementation in Q3 in order to move the workstreams to green status and align them with the objectives of the 2025/26 Chamberlain's Business Plan.
6. Several interdependencies exist between the workstreams, workstream leads are regularly engaged to ensure alignment between initiatives both within the Chamberlain's department and colleagues across the wider Corporation.

Cross-cutting theme updates

7. Overarching in the 2025/26 Chamberlain's Business Plan, there are three cross cutting themes, below is the key activities under each theme.

Equity, Equality, Diversity & Inclusion (EEDI)

8. Our EEDI Group continues to meet regularly. To better our EQIA understanding, key individuals (such as project managers and budget managers) will be encouraged to complete Equality Impact Assessment (EQIA) training while all Chamberlain's Staff will be invited to do the course. Under our training and development programme all training is offered to all with equal opportunities for everyone.
9. The CLEAR Network addressed Chamberlain's Staff at the Quarterly Chamberlain's All Staff Call in celebration of Black History Month and the

Women's Inclusive Network presented to spread awareness of Menopause Awareness Month.

10. In quarter two, initial discussions were had about incorporating the EEDI into DDaT strategy and work will be progressed in Q3.
11. The Corporate EEDI Team engaged with the Programme Sapphire team to review the accessibility functionality in the new SAP system, with support from the Disability and Wellbeing Network (DAWN). The requirements for the fields in the Personal Information were also discussed, to help collect information to better understand the demographics of our organisation.

Transformation

12. Programme Sapphire continues to progress, with Q2 delivering the beginning of user acceptance testing for Wave 2 (HR) modules and initial build phases for Wave 3. There was also considerable work on aligning Programme Sapphire and Ambition 25 and identifying interdependencies.
13. Commercial Transformation has been paused in Q2 due to capacity issues. A revised plan was taken to Projects and Procurement Sub Committee in October to reset the programme, complimented by recruitment into new transformation roles.
14. For the Financial Services Division transformation workstream, the initial focus has remained on training and development for Finance Staff and staff with Financial responsibilities. The Finance Improvement & Transformation (FIT) Strategy objectives have been assigned owners, with scoping and initiation meetings booked to take place throughout Q3.

Risks and Interdependencies

15. Risks are reviewed on a monthly basis by Risk Owners and Management Teams. Positive progress is being made on ensuring records are completed in full. Risks are reported to appropriate committees regularly.
16. Risk appetite levels have been recommended for each of the corporate risks and will go to the relevant committees for approval in Q3. Risks above appetite are being actively mitigated. Corporate Risks were reviewed by the Chief Officer Risk Management Group in October.
17. Full updates for each workstream can be found in appendix 1.

Conclusion

18. The Chamberlain's Department have made good progress on the 2025/26 business plan and will work to build on this success in the next quarter and mitigate any at risk workstreams in Q3.

Corporate & Strategic Implications

Strategic implications – Strategic priorities and commitments are expressed in Appendix 1.

Financial implications – The 2025/26 Business Plan has been prepared in line with the 2025/26 budget any capital funding has also been agreed.

Resource implications – The department is currently fully resourced with a handful of vacancies due to normal turnover.

Legal implications – None.

Risk implications – Key risks managed by the department are included in the Risk Update Report also received by this committee.

Equalities implications – The department has a separate Equalities and Inclusion Plan which aims to improve the department's Equalities position for employees. Where appropriate the department will complete Equality Impact Assessment for upcoming changes.

Climate Implications – Under the Climate action strategy the departments Corporate Treasury function is responsible for delivering Scope 3 emission actions related to our financial investments.

Security implications – None.

Background Papers

Draft Chamberlain's Business Plan for 2025/26 – 18 February 2025

Chamberlain's Business Plan Quarter 1 2025/26 update - 16 September 2025

Appendices

Appendix 1 – Chamberlain's Business Plan progress report

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