

# KPI Report –Q2 & Q3

Workstream	SAPphire (ERP) Programme	Lead Division	FSD	Due Date	April 2026	Status	At Risk
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01. ERP Programme	Lead	SV
KPI	Q2 Status	Q3 Status
Implementation of learning, performance and recruitment module	Complete	-
Implementation of HR and payroll module	On Track	At Risk
Implementation of Finance and Procurement module	At Risk	At Risk

## Workstream Update

"The Programme updates by wave:  
Wave 1 (Learning Management, Performance & Goals, Recruitment) is complete (no further updates)  
Wave 2 (Core HR) scheduled for go-live on the 19th of January  
Wave 3 (Finance & Budget Management) which has been reported red previously requires a re-plan based on late delivery of the build and volume of errors found during Project Team Testing (PTT).

# KPI Report – Q2 & Q3

<b>Workstream</b>	Review the Chart of Accounts	<b>Lead Division</b>	FSD	<b>Due Date</b>	December 2025	<b>Status</b>	At Risk
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09. Review the Chart of Accounts	Lead	SV
KPI	Q2 Status	Q3 Status
Sign off the new Chart of Accounts Design	On Track	At Risk

**Workstream Update**

The Chart of Accounts is a part of Programme SAPphire. HCL are progressing with completion of the build phase having encountered some technical issues which have been resolved with SAP support and now being corrected in the build. Presentation of the Chart of Accounts has been made to Financial Leadership Group (FLG) with feedback received and reflected in the structure. An update to FLG will be taken in February. No material change has been required.

# KPI Report –Q2 & Q3

**Workstream**

Training and Development

**Lead Division**

CHB OFFICE

**Due Date**

March 2026

**Status**

On Track

## 02. Training and Development

KPI	Lead	PB
	Q2 Status	Q3 Status
Increase % of staff qualified or working towards a professional qualification	Q4 KPI	Q4 KPI
Competency Framework Completed for all teams	Q4 KPI	Q4 KPI
Relevant staff completed green book training	Q4 KPI	Q4 KPI

## Workstream Update

Continued progress being made with ongoing lunch and learn sessions. New Learning & Development Newsletter to be launched in Q4.

# KPI Report –Q2 & Q3

<b>Workstream</b>	Commercial Transformation	<b>Lead Division</b>	CCPD	<b>Due Date</b>	May 2026	<b>Status</b>	At Risk
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03. Commercial Transformation	Lead	GW
KPI	Q2 Status	Q3 Status
100% of business processes mapped	At Risk	At Risk
Jagger implementation complete	Complete	-
Pipeline published with 90% accuracy	At Risk	Complete
New contract management operating model agreed, and funding source identified	On Track	On Track

Workstream Update
Reset of Commercial Transformation Programme with mandate hoping to be agreed by PPSC in November 2026.

# KPI Report – Q2 & Q3

<b>Workstream</b>	Income Generation	<b>Lead Division</b>	CCPD	<b>Due Date</b>	March 2026	<b>Status</b>	At Risk
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<b>04. Income Generation</b>	<b>Lead</b>	GW
<b>KPI</b>	<b>Q2 Status</b>	<b>Q3 Status</b>
£3-6m income generated	At Risk	At Risk
Consolidate COL capability at level 1 of maturity across all criteria	At Risk	At Risk

**Workstream Update**

Capacity continues to be a key issue with time limited activity, such as the Lady Mayor's Show, needed to be prioritised. Several income generation opportunities have been identified and supported through the Star Chamber process however these are serving to mitigate existing budget pressures rather than contributing to the overall income generation target.

Additional capacity has been secured to support the advertising workstream as a priority.

# KPI Report – Q2 & Q3

Workstream	Replacement Freedom System	Lead Division	CHB OFFICE	Due Date	March 2026	Status	Paused
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06. Replacement Freedom System	Lead	HP
KPI	Q2 Status	Q3 Status
Delivery of a new Freedom Application System and Database	Paused	

Workstream Update
Work is continuing with DITS colleagues to find an internal solution or to find an external provider. During Q4 other improvements to the Freedom process are being proposed.

# KPI Report – Q2 & Q3

Workstream	FSD Transformation	Lead Division	FSD	Due Date	March 2026	Status	At Risk
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07. FSD Transformation	Lead	SV
KPI	Q2 Status	Q3 Status
Implementation of the FIT Strategy	At Risk	At Risk

Workstream Update

Using the Objectives and Key Results (OKR) framework, owners have been assigned to the 8 objectives of the FIT Strategy. The FIT Strategy working group have met with each owner to discuss their objectives, establish Key Results (KR) and brainstorm possible actions to take place that will achieve the KR. Presentations are being constructed which document this.

# KPI Report – Q2 & Q3

Workstream	Programme Governance	Lead Division	CCPD	Due Date	December 2025	Status	On Track
08. Programme Governance				Lead	GW		
KPI				Q2 Status	Q3 Status		
Launch of new project gateway process				On Track	On Track		
25% reduction in Red rated projects on the corporate portfolio				On Track	On Track		
Workstream Update							
The workstream remains on track, with the new P3 Framework launched in November 2025.							



# KPI Report – Q2 & Q3

<b>Workstream</b>	Internal Audit Quality Assurance and Improvement Programme	<b>Lead Division</b>	Internal Audit	<b>Due Date</b>	March 2026	<b>Status</b>	On Track
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11. Internal Audit Quality Assurance and Improvement Programme	Lead	ML
KPI	Q2 Status	Q3 Status
Increase the number of Internal Audit Days	On Track	On Track
Alignment to the Global Internal Audit Standards - 90% alignment by 2027	On Track	On Track

Workstream Update
Experienced some long-term sickness absence during the year but fully resourced for Q4 and supported by a co-sourced 3rd party provider of Internal Audit services and still expecting to exceed 1000.

# KPI Report – Q2 & Q3

**Workstream**

Pensions Dashboards

**Lead Division**

CT&P

**Due Date**

October 2025

**Status**

On Track

## 12. Pensions Dashboards

### KPI

Appointment of Integrated Service Provider (ISP) required to 'onboard' with the national digital framework

Overall connection deadline set by legislation 31/10/2026

Recommended connection date for public sector pension schemes 31/10/2025

### Lead

### Q2 Status

Complete

On Track

On Track

KL

### Q3 Status

-

On Track

On Track

## Workstream Update

Project is on track for completion statutory deadline. Contract is in place and on implementation process has begun.

All requirements have been met in early Q3, awaiting switch on requirements from Government. Noting there is a required minimum 6-month notice period. Further updates will be provided in Q3 reporting.

# KPI Report – Q2 & Q3

**Workstream**

Corporate Insurance  
Programme Tender

**Lead Division**

CT&P

**Due Date**

March 2026

**Status**

On Track

**13. Corporate Insurance Programme Tender**

**Lead**

KL

**KPI**

**Q2 Status**

**Q3 Status**

Appointment of broker able to support risk and insurance requirements of the City Corporation

On Track

On Track

Placement of insurance contracts to meet legal requirements, provide financial protection for unforeseen losses, and provide claims handling services

On Track

On Track

**Workstream Update**

The Insurance Team have appointed an Insurance Advisor and Broker Service via the YPO Insurance Brokerage and Associated Service Framework Agreement to support the procurement of insurance policy cover. It is due to go to market in Q4, with contracts awarded in May 2026.