

# KPI Report – Q2 & Q3

Workstream	SAPphire (ERP) Programme	Lead Division	FSD	Due Date	April 2026	Status	At Risk
<b>01. ERP Programme</b>				<b>Lead</b>	SV		
<b>KPI</b>				<b>Q2 Status</b>	<b>Q3 Status</b>		
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).

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Workstream	Review the Chart of Accounts	Lead Division	FSD	Due Date	December 2025	Status	At Risk
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<b>09. Review the Chart of Accounts</b>	Lead	SV
<b>KPI</b>	<b>Q2 Status</b>	<b>Q3 Status</b>
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
<b>02. Training and Development</b>				<b>Lead</b>	PB		
<b>KPI</b>				<b>Q2 Status</b>	<b>Q3 Status</b>		
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

Workstream	Commercial Transformation	Lead Division	CCPD	Due Date	May 2026	Status	At Risk
<b>03. Commercial Transformation</b>				<b>Lead</b>	GW		
<b>KPI</b>				<b>Q2 Status</b>	<b>Q3 Status</b>		
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

Workstream	Income Generation	Lead Division	CCPD	Due Date	March 2026	Status	At Risk
<b>04. Income Generation</b>				Lead	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

<b>Workstream</b>	Replacement Freedom System	<b>Lead Division</b>	CHB OFFICE	<b>Due Date</b>	March 2026	<b>Status</b>	Paused							
<b>06. Replacement Freedom System</b>				<b>Lead</b>	HP									
<b>KPI</b>				<b>Q2 Status</b>	<b>Q3 Status</b>									
Delivery of a new Freedom Application System and Database				Paused										
<b>Workstream Update</b>														
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
<b>08. Programme Governance</b>				Lead		GW	
<b>KPI</b>				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.

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<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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<b>11. Internal Audit Quality Assurance and Improvement Programme</b>	<b>Lead</b>	ML
<b>KPI</b>	<b>Q2 Status</b>	<b>Q3 Status</b>
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
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<b>12. Pensions Dashboards</b>	<b>Lead</b>	KL
<b>KPI</b>	<b>Q2 Status</b>	<b>Q3 Status</b>
Appointment of Integrated Service Provider (ISP) required to 'onboard' with the national digital framework	Complete	-
Overall connection deadline set by legislation 31/10/2026	On Track	On Track
Recommended connection date for public sector pension schemes 31/10/2025	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
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<b>13. Corporate Insurance Programme Tender</b>	Lead	KL
<b>KPI</b>	<b>Q2 Status</b>	<b>Q3 Status</b>
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.

