

City of London Corporation Committee Report

Committee(s): Finance Committee – For Information Digital Services Committee – For Information	Dated: 01/07/2025 10/07/2025
Subject: Quarterly Programme Sapphire (ERP) Update Report – Q2 2025	Public report: For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions	Providing Excellent Services
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:	Caroline Al-Beyerty, Chamberlain
Report author:	Simon Gray, Chamberlain’s Department

Summary

1. The Programme has delivered Wave 1 deliverables
 - Learning Management (LMS) April
 - Performance Management and Goal Management (PMGM) – May
 - Recruitment – June
2. The principle of “Adopt not Adapt” is being maintained and there have been minimal changes proposed

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Programme Sapphire - Enterprise Resource Planning (ERP) Programme is the project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance.
2. The new ERP Solution will modernise the technology we rely upon to deliver back-office services.
3. A vital component of the new ERP Solution is that it will support the City of London Corporation's culture change. It will promote and enable self-service for all employees to access their information, provide access to real-time information and enable informed business decisions.
4. The change workstream will be key to driving the success of the programme over and above the technology, this is driven by the 'adopt not adapt' principle.
5. The Programme is delivering in 3 waves (see Appendix 3 for further details):

Wave 1	Learning Management System (April 2025) Performance & Goals (May 2025) Recruitment (June 2025)	Q1 2025
Wave 2	Core HR & Payroll	Q3 2025
Wave 3	Finance & Budget Management / Forecasting	Q1 2026

Wave 1

6. Learning Management Solution

- The LMS solution was delivered in April 2025. The data as of 11th June 2025 is shown in Appendix 1, highlights include 649 employees accessing the solution and 656 hours of training content consumed.
- The reporting function has been a key benefit – providing the ability to track completion of mandatory training such as Cyber Ninja for corporate compliance.
- The Learning team are now looking to expand the course offerings within the solution, which will provide considerable advantage for people in their learning and development plans.

7. Performance Management and Goal Management (PMGM)

- PMGM went live in May 2026 – the initial focus is on entering Goals for the 2025/26. Reviews for 24/25 were completed in the previous solution.
- As at 11th June 2025 – 730 goals had been created by 100 users. The deadline for people to enter their goals for the civic year is 15 July 2025.

8. Recruitment Go-Live

- The recruitment module was the final element to go live in June 2025 and at the time of the report there was less than 1 week of operational data to support the new solution. These will be provided at the next quarterly update but will be available verbally in the meeting.

Wave 2 Update

9. Progress is Green. The plan is on track, there are risks to delivery being tracked with mitigating work in progress to maintain Green status. The design for SuccessFactors (the Core HR & Payroll solution which is part of SAP ERP Product) is complete with the following exceptions:

Module	Progress Update
Occupational Health (December 2025)	• Workshops are planned in line with the project plan.
HR Service Desk (December 2025)	• SAP have sunset their existing product and the Corporation will need to evaluate the alternative product to ensure compliance with requirements. • Confirmation is being escalated to the System Integrator (HCL) and the software vendor (SAP) to confirm the delivery for December 2025 • This is a critical items for the planned launch in December 2025 and is being tracked as a key risk for that reason.
Employee Health & Safety (April 2026)	• The workshops are underway. There has been a challenge with the compliance / alignment to UK Health and Safety legislation which being worked through with the SAP Product owner. • This is a Wave 3 deliverable (April 2026) • At this time the decision has been made to hold the delivery of this module until business assurance is in place that the requirements will be met – a decision is expected in July on this module with the business owner
Payroll (December 2025)	• The plan is being evaluation to ensure that December 2025 is achievable with contingency plans in the event of delays during the parallel run process and alignment with the Ambition 2025 programme

10. The Corporation leads are now focused on data collection/ cleansing in preparation for the first data migration wave which is due to commence on the 20th June 2025.
11. The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (HR / DITS).

Wave 3 Update

12. Progress against the overall plan is currently logged as Amber with the following status updates:

- Resource gaps from the system integration partner (HCL) were escalated by the Board / SRO and have now been resolved and the delays logged.
- Key decisions on the enterprise structure have been made that have supported strong progress and unlocked the remaining design decisions to support the April 2026 go-live. These principles will be demonstrated in playback sessions planned for Jun- Aug.
- The workstream is currently being re-planned and the expectation is still to deliver for 1st April 2026 once the replan is complete. The focus is on mapping the dependent activities between the system integrator and Corporation resource to complete the plan
- The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (Finance / DITS). The change management resource to focus on Finance is now in place to drive this

Change Management

13. The change team is now fully resourced with a specific lead in place for the Change Champions network and Finance Workstream

14. The Training Needs Analysis (TNA) was completed and details are included in Appendix 2. Further work is required to agree the training strategy / approach

15. Mini-Roadshows were delivered

Digital Services Update

16. The data migration activities are progressing with support for Wave 1 complete and the focus now on preparing for Wave 2 testing cycles

17. Changes from the build cycle are being managed against the data migration needs

Budget Update

18. The overall budget forecast is unchanged at £19.4m

19. The costed risk provision is £8.6m – a recommendation was made in the June Board which is detailed in the non-public section for £21k.

Look ahead

20. The build for Wave 2 (HR and Payroll) will be completed and commencement of System Integration Testing. 2 playback waves have been delivered at the time of the report and are progressing well to evidence the build.

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications – Digital Services Committee, Finance Committee and Court of Common Council have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing is detailed in this paper.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications - Failure to baseline the programme roles would place a risk on the organisation.

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

21. The programme is tracking to plan on deliverables and budget and no use of costed risk. The key principle of adopt not adapt is being adhered to with minimal change. Risk and issues will continue to be monitored / reported with the focus on robust planning for Wave 2 & 3. The levels of change management / stakeholder engagement need to ramp up to support the transformation journey over the next quarter and will be reported on at the next stage report.

Appendices

Appendix 1 – LMS Usage

Appendix 2 - Learning Journeys

Simon Gray

Programme Director, Chamberlain's Department

T: 07557 568016

E: simon.gray@cityoflondon.gov.uk

Overall Completed Items

1,682

Overall Item Completions

Users with Completed Items	649
Total Hours	656.50
Contact Hours	1,197.00
CPE Hours	-
Credit Hours	1,197.00
Item Completions (Credit Given)	1,682
Item Completion (Credit Not Given)	-

Users with Completed Items per Organization

⚠️

Organization	Percentage
COL_School	20.6%
COL_SchL_Girls	18.3%
Environment	13.8%
City_Surveyors	10.5%
Guildhall_SchL_Msc_Drma	9.6%
Comm_Child_Srvs	9.0%
Chamberlains	6.0%
Town_Clerk	4.8%
City_Bridge_Fdn	3.7%
People_HR	3.7%

564.0

Learning Journeys – SuccessFactors

Audience		Course Name / Course Duration (Minutes) / Recommended Delivery Method											
HR (16 hours of training)	Overview for HR teams	Position Management	Manage New Hires / Onboarding	Maintain Personal Information	Maintain Employment Information	Absences	Manage Leavers	Management Information	Manage Timesheets	Succession and Career Development			
	60	120	90	60	180	180	60	60	90	60			
	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom		
Manager Self Service (2 hours of training)	MSS- Delegation	MSS- Occupational Health	MSS- My Team Personal Information	MSS- My Team Employment Information	MSS- My Team Absences	MSS- Leavers	MSS- Approvals/Rejections	MSS- Learning	MSS- Reporting	MSS- Timesheets	Perf.Mgmt. - Goal Mgmt. (Managers)	MSS- Succession and Career Development	
	15	15	10	15	15	10	6	15	10	15	45	10	
	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eClassroom	eLearning	
Employees with PC Access (2 hours of training)	ESS- ECSC (AskHR)	ESS- Basics and Navigation	ESS- Personal Information	ESS- Employment Information	ESS- Absences	ESS- Learning	ESS- Timesheets	ESS- Perf.Mgmt. - Goal Mgmt.	ESS- Recruitment for Internal Candidates	ESS- Succession and Career Development			
	10	10	15	10	15	15	15	30	10	10			
	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning	eLearning			
Employees with NO PC Access (3 hours of training)	Manage your HR Information (Employee)	Learning	Timesheets (Employee)	Perf.Mgmt. - Goal Mgmt. (Employee)									
	60	45	45	45									
	Drop-in (Phys and Virtual)	Drop-in (Phys and Virtual)	Drop-in (Phys and Virtual)	Drop-in (Phys and Virtual)									

Learning Journeys – S/4HANA

Audience		Course Name / Course Duration (Hours) / Recommended Delivery Method				
Accounts Payables (17.5 hours of training)	SAP Overview & Navigation	AP: Business Partner Master Data	AP: Invoice Capture - Non-PO	AP: Invoice Capture - PO Invoice	AP: Payment Processing	AP: Reporting & Month End
	.5 hour	3 hours	4 hours	2.5 hours	4.5 hours	3 hours
	eLearning	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom
Accounts Receivables (15 hours of training)	SAP Overview & Navigation	AR Receipting	AR Business Partner Master Data	AR Invoicing and Down Payments	AR Month End	AR Reporting
	.5 hour	3.5 hours	2.5 hours	2 hours	4 hours	2.5 hours
	eLearning	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom	Physical / Virtual classroom
Purchasing	Purchase Requisitioners	Capital Purchasing	PO Approvers	Goods Receiving Only	Purchasing & Invoice Enquiries	
	4 hours	6.5 hours	.5 hour	2 hours	2 hours	
	Physical / Virtual classroom	Physical / Virtual classroom	eLearning	Physical / Virtual classroom	Physical / Virtual classroom	