

City of London Corporation Committee Report

Committee(s): Corporate Service Committee	Dated: 03/12/2025
Subject: Programme Sapphire (ERP) Update Report – November 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

An update paper to the Corporate Service Committee on Programme Sapphire, which is replacing legacy HR and finance systems with a modern ERP solution. The report highlights the movement of go live from December 2025 to January 2026 to address data issues and includes information on the plans to achieve that go-live.

Additional information is provided on the delivery of roadshows across the Corporation and a commitment to deliver the demonstration of SuccessFactors as requested by Committee in January 2026.

Recommendation(s)

Members are asked to:

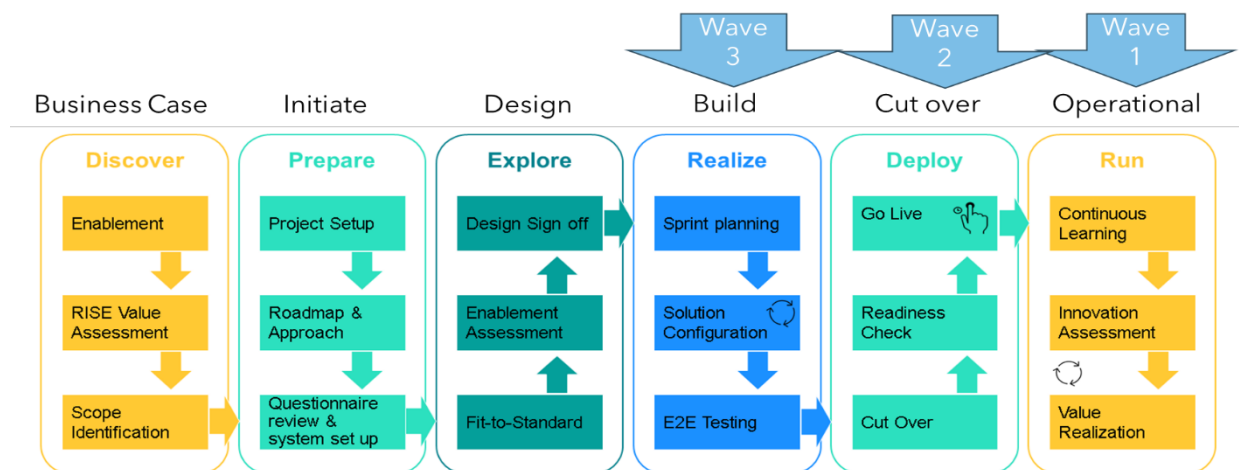
- Note the report

Main Report

Background

1. 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. 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.
3. 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.
4. The Programme is delivering in 3 waves (see appendix 1 for the plan on a page):

Wave 1	Leaning Management System (April 2025) Performance & Goals (May 2025) Recruitment (June 2025)	Q1 2025	Green - Complete
Wave 2	Core HR & Payroll (note movement from Dec 25 to Jan 26)	Q1 2026	Amber
Wave 3	Finance & Budget Management / Forecasting	Q1 2026	Red

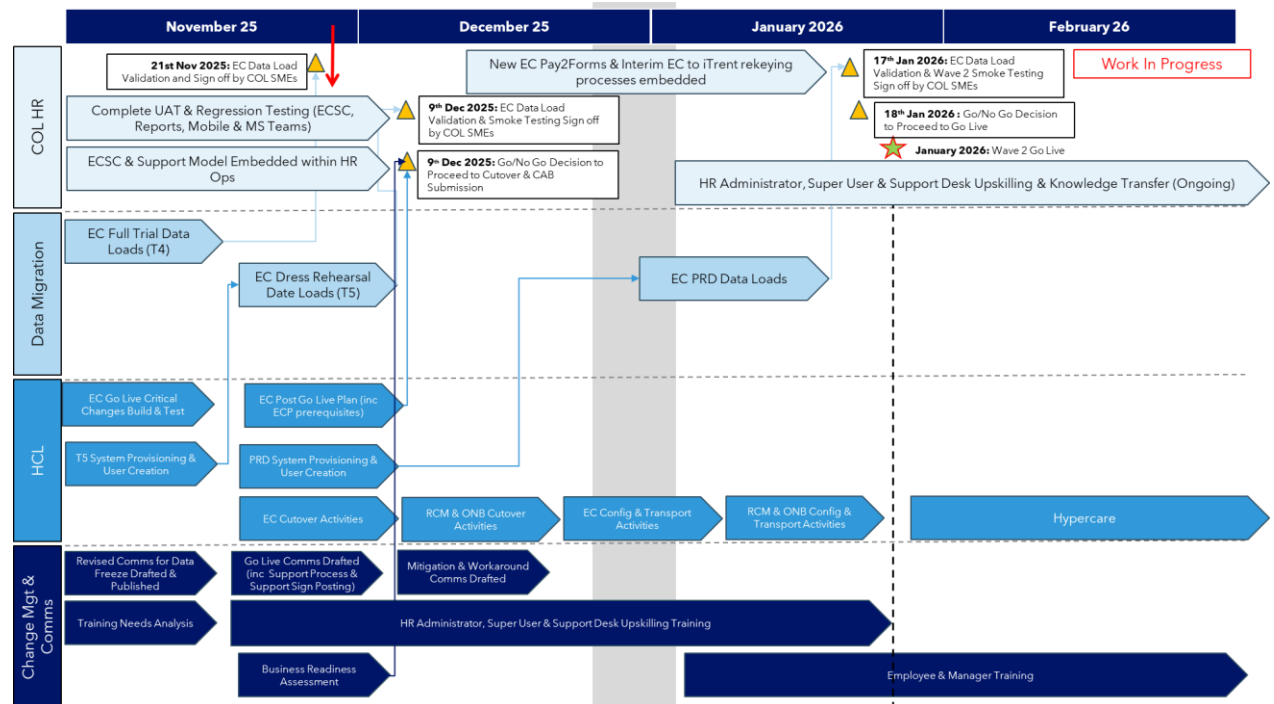


Current Position

HR & Payroll (Waves 1 & 2)

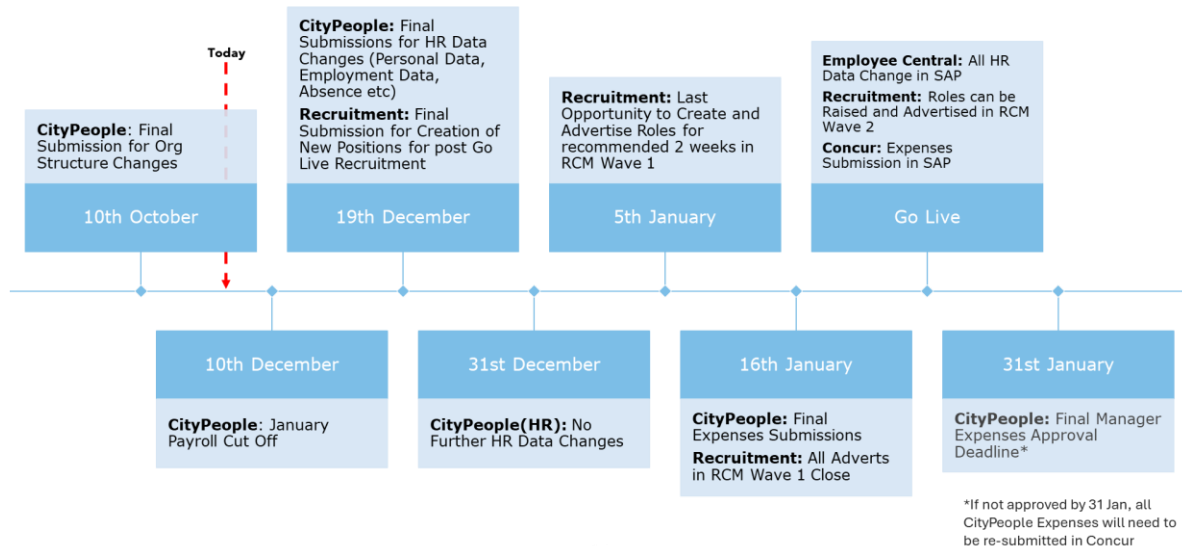
5. In October 2025 the hierarchy / establishment data was updated in City People in support of the Ambition 2025 programme. These changes had to be reflected in the planned SAP build as they caused issues in the planned "trial load" of data in preparation for the planned December go-live (with the success rate at 38%)

6. Given the high percentage of leave across the organisation over December the decision was taken that rather than launch later in the month the solution would be launch in January to provide better change engagement for staff
7. Programme Board were updated on the planned go live being the 19th of January with the 26th of January held in reserve in case of issues. The high-level plan is shown below



8. A revised cutover window (the migration from old to new) aligned to the above is shown below:

Revised Proposed 'Cutover Period'



9. From a functional perspective the solution is ready. The delayed go-live allows the team to focus on the AI (Joule), MS Teams integration and launch of the new Employee Central Service Centre (ECSC) solution as a single go live
10. For the same reason the launch of the new expenses solution was delayed to be in-sync with the launch of the main employee central (HR) go live
11. For Committee reference this go live is limited to City of London Corporation employees. Traded services customers and those accessing payroll only (CoLP and Pension) will be included in the payroll go-live and will not migrate at this time.
12. In line with the Committee request the team are looking to accelerate the deployment of automation / AI as part of the transformation and plans will be brought to Committee in Quarter 4 2025/26
13. The demonstration of the SuccessFactors solution to committee will be scheduled for January 2026
14. During November the team have delivered roadshows across the Corporation. At the time of the report nearly 500 people had attended with an 81% satisfaction rating and 85% of attendees saying the information was clear

Simon Gray

Programme Director, Chamberlain's Department

T: 07557 568016

E: simon.gray@cityoflondon.gov.uk