City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information	**Dated:** 01 July 2026
Subject: Programme Sapphire	**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:	The Chamberlain
Report author:	Samantha Kay – DITS Business Manager

Summary

This paper summarises the current position of the Payroll delivery workstream:

- The planned completion of Payroll Parallel Run 1 and User Acceptance Testing
- The plan for Payroll Parallel Run 2

Recommendation

Members are asked to note the report.

Main Report

Background

1. Programme Sapphire is the implementation of the SAP solution across the Corporation
    i. SuccessFactors (including Performance & Goals, Recruitment, Employee Central, Employee Central Service Centre and Learning Management System) was deployed between April 2025 and January 2026

ii. S/4HANA (Finance) is scheduled for November 2026
iii. SuccessFactors Employee Central Payroll (ECP) is scheduled to be complete by April 2027 (updates in this paper)

2. Programme Sapphire reports to Digital Services Committee for decisions

Current Position

3. The work to test the SAP payroll commenced in April 2026. Delays have been experienced due to:
    i. Initial readiness of the solution built by the system integrator
    ii. Resource constraints to support the operational activities, payroll testing and user acceptance test alongside wider business change at the same time

4. The current status of Payroll Parallel Run 1 which was a full reconciliation of the December payroll against the City People payroll `

5. The result of Payroll Parallel Run 1 are being completed at the time of writing the paper so a verbal update will be provided at the committee meeting – it is expected to close on the 19th June.

6. There has been a movement (delay) in the planned go live for the first payroll (monthly). The reasons for this were:
    i. availability of resource to perform the Payroll UAT
    ii. slow progress of the initial Payroll Parallel Run 1 (which was also impacted by UAT)

7. The original plan was to "roll-over" the payroll to the next month which would not require a further data migration. However, as it was also planned to do a "dress rehearsal" prior to go live, the plan was altered to upload the latest payroll data which would identify any data discrepancies between the current payroll solution and SuccessFactors HR solution (as the Corporation is dual running HR at present)

8. The data migration for Payroll Parallel Run 2 is underway and on track - the timeline is aggressive and a further update will be provided to Committee in the meeting

9. The processing of the live payroll commences one month in advance of the pay day. A decision will be taken on whether August or September will be the first payroll based on the progress on Payroll Parallel Run 2 and successful achievement of the go-live criteria. September is the likely month as August is a month impacted by leave. Additional support will be provided to Schools as this is a key period (start of the new academic year).

Corporate & Strategic Implications

Strategic implications – The delivery of the single ERP platform is a key programme for the Corporation

Financial implications –Risk as flagged against planned delivery and being tracked by DSC
Resource implications – No change in position at this update with current resourcing in place
Legal implications – No impact
Risk implications – Risk of delay for both Finance and Payrol flagged for budget impact and impact on connected programmes (Ambition 25)
Equalities implications – consideration for impacts to any protected groups. No impact (Equality Impact Assessment in place and actively managed)
Climate implications –No impact
Security implications –No impact

Conclusion

10. The delivery of payroll is a critical milestone for the Corporation and progress is being closely monitored and will continue to be reported.

Appendices

N/A

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