Appendix 2: Equality Impact Assessment

Section 1: General overview of the activity under consideration

1.	**Name of activity being assessed.**	HR and Payroll System Procurement	2.	**The implementation date of the activity under consideration:**	2026 through to 2027
3.	**Directorate/Department(s):**	People Team	4.	**Service Area(s):**	People Services
5.	**Who is (are) the assessment lead(s):** **Please provide:** -Name -Email address	Steph Nichols Snichols@oxford.gov.uk Gail Malkin Gmalkin@oxford.gov.uk	6.	**Contact details, in case there are queries:** **Please provide:** -Name -Email address	snichols@oxford.gov.uk bwillis@oxford.gov.uk gmalkin@oxford.gov.uk safridi@oxford.gov.uk
7.	**Is this a new or ongoing EqIA?**	New ☐ ☐	8.	If this is an extension of a previous EqIA, please indicate where the previous EqIA is located and share the link to the said EqIA.	N/A
9.	**Date this EqIA started:**	23/7/2025			
10.	**Will this EqIA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?**	No	11.	**Give a date (tentative or otherwise) when this assessment will be taken to the** CLT.	Don't know yet – likely to go to OCB rather than CLT

Section 2: About the activity, change, or policy that is being assessed.

12.	**Type of activity being considered:** Check the most appropriate.	☐ X **Procurement**	☐ Decommissioning	☐ Commissioning	☐
			☐ Others. Please specify:		

13.	**Which priority area(s) within Oxford City Council's Corporate strategy (2024-2028) does this activity fulfil?** Please check as needed.	☐ Good, affordable homes	☐ Strong, fair economy	☐ Thriving Communities	☐ Zero Carbon Oxford	☐ **Well run council**

14.	**Which priority area(s) within Oxford City Council's Equality, Diversity & Inclusion Strategy (2022) does this activity fulfil?** Please check as needed.	☐ **Responsive services and customer care.**	☐ **Diverse and engaged workforce.**	☐ **Leadership & organisational commitment.**	Understanding and working with our communities.

15.	**Outline the aims, objectives, & priorities of the activity being considered.**	The procurement aims to deliver a modern, integrated HR and Payroll system that improves operational efficiency, user experience, and statutory reporting. The new system will support approximately 1,500 employees across the Council and Oxford Direct Services Ltd, and will be designed to be accessible, inclusive, and adaptable to future organisational changes, including Local Government Reorganisation (LGR). The new system will replace the current platform, iTrent, and the objective is to ensure a smooth transition that maintains continuity of service across the Council and its associated entities, whilst delivering a modern, fit-for-purpose solution that meets evolving operational, compliance and strategic needs.

16.	**Please outline the consequences of not implementing this activity.** **For example,** -Existing activity does not fulfill 　Corporate Objectives,	Failure to implement a replacement HR and Payroll system before March 2028 would have significant operational, financial, and equality implications. Core functions such as payroll processing, statutory reporting, pension contributions, and workforce management would be jeopardised, leading to disruption in employee payments and HR services. This creates compliance risks, reputational damage, and potential financial penalties. Emergency procurement under time pressure would likely result in higher costs and reduced ability to secure best value.

	-existing activity is discriminatory and not fulfilling Council's PSED, … to name a few.	From an equality perspective, implementing the new system will provide opportunities to strengthen the Council's ability to meet its Public Sector Equality Duty (PSED). A modern platform can offer enhanced accessibility, improved equality data collection and reporting, and functionality that supports inclusive workforce management. These capabilities will enable the Council to monitor and address disparities in areas such as recruitment, pay, and progression more effectively, while embedding equality, diversity, and inclusion principles across HR processes. Not delivering these improvements could slow progress toward corporate equality objectives and reduce confidence that the Council is committed to fairness and transparency. The Council is statutorily required to retender the service in line with procurement regulations. The final extension to March 2028 was agreed to allow sufficient time for mobilisation and a phased transition, including six months of parallel running and contingency planning. Without implementing the new system as planned, the Council would fail to meet these obligations, risk discriminatory outcomes, and compromise business continuity during a critical transition phase.

Section 3: Understanding service users, residents, staff and any other impacted parties.

17.	**Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?** **Please provide details—** -when, -how many, and -the approach taken.	No formal consultations have been undertaken for this activity. However, engagement has occurred through internal stakeholder discussions and project planning sessions to ensure that equality considerations are addressed within the system specification and implementation approach.
18.	**List information and data used to understand who your residents or staff are and how they will be impacted.** **These could be-** -third-party research, -census data, -legislation, -articles, -reports, -briefs.	• Employee data held in the current HR and Payroll system (iTrent) • Staff survey results, including internal surveys and anonymised reports provided by an external provider (The Survey Initiative) • Census data to understand wider demographic context These sources provide insight into workforce demographics, equality characteristics, and employee experiences, enabling assessment of potential impacts and identification of areas for improvement.
19.	**If you have not done any consultations or collected**	

	data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and -how long will you collect the relevant data.	A co-ordinated change management approach will be adopted as part of the implementation process. This will include structured stakeholder engagement, clear communication, and comprehensive training for all staff. Engagement activities will involve staff networks, trade unions, and representatives from diverse groups, with particular focus on employees who may have accessibility or digital literacy needs. These consultations will ensure the new system is inclusive and meets a wide range of requirements. Engagement will take place throughout the mobilisation and implementation phases, beginning in early 2026 and continuing until the system is fully operational in 2027.

Section 4: Impact analysis.

| 20.	Who does the activity impact? **Check as needed.** The impact may be positive, negative or unknown.				
		Service Users		No	Don't Know ☐
		Members of staff	Yes		Don't Know ☐
		General public	Yes		Don't Know ☐
		Partner / Community Organisation		No	Don't Know ☐
		City Councillors	Yes		Don't Know ☐
		Council suppliers and contractors	Yes		Don't Know ☐

21.	Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?					
Protected Characteristic	**Positive**	**Negative**	**Neutral**	**Don't know**	**Data/information/ evidence supporting your assessment**	**Analysis & insight** **Mitigations**
All protected characteristics 375	Improved reporting would increase potential for identifying and addressing inequalities and targeting appropriate action. System may support fairer recruitment and pay processes by enabling more consistent application of policies and better monitoring of outcomes.					Embed accessibility and inclusion requirements into procurement specifications to ensure the system meets diverse needs from the outset. Configure the system and develop training materials with consideration for the diverse needs of the workforce, including language, accessibility, and digital literacy. Monitor and address emerging equality impacts through ongoing engagement with staff networks and representative groups during implementation and beyond.
Age	System may improve accessibility for all age groups by offering modern, user-friendly interfaces and self-service options that support flexibility and independence.	Risk of inappropriate data sharing if privacy controls are not properly configured. Some older employees may find new technology challenging, particularly if greater reliance on self-service			Workforce age profile; feedback from older staff on digital tools.	Restrict access to sensitive data and test role-based access Provide tailored training and support for groups that may find new technology challenging, including one-to-one assistance and alternative access options. Engage with staff networks and representative groups to identify and address age-related concerns during implementation.

		functionality is required.			
Disability **(Visible and invisible)**	Opportunity to improve accessibility and usability by supporting assistive technologies and offering inclusive design features.	Risk of inappropriate data sharing if privacy controls are not properly configured. Risk of non-compliance with accessibility standards.		Disability declaration data; accessibility audit results; Staff network	Restrict access to sensitive data and test role-based access Ensure the system meets WCAG 2.1 AA accessibility standards, supports assistive technologies, and is tested by disabled users during implementation. Reasonable adjustments will be available for staff with disabilities, including alternative access options and tailored training where needed.
Gender re-assignment	System may allow better privacy and name/gender updates	Risk of inappropriate data sharing if privacy controls are not properly configured. Risk of misgendering		HR records; Staff survey results; feedback from trans employees. Via LGBTQIA+ network	Restrict access to sensitive data and test role-based access Ensure system allows easy updates to gender and name; staff training on inclusion and privacy
Marriage & Civil Partnership		Risk of inappropriate data sharing if privacy controls are not properly configured.		HR benefits data; employee feedback, e.g. from women's network	Restrict access to sensitive data and test role-based access Ensure inclusive options for relationship status

Race, Ethnicity and/or Citizenship	Better data collection for monitoring	Risk of inappropriate data sharing if privacy controls are not properly configured. Risk of profiling or bias in analytics		Workforce diversity data; Pulse survey on diversity & inclusion 2025; equality monitoring reports; REACH network	Restrict access to sensitive data and test role-based access Use anonymised data for reporting, regularly review analytics for bias, and involve the REACH network in system testing.
Pregnancy & Maternity	Improved tracking of leave and entitlements	Risk of inappropriate data sharing if privacy controls are not properly configured.		Maternity leave records; HR policy reviews.	Restrict access to sensitive data and test role-based access Ensure accurate tracking of leave and entitlements, compliance with maternity protections, and privacy for sensitive data
Religion or Belief	System may support recording of religious needs	Risk of inappropriate data sharing if privacy controls are not properly configured. Risk of unnecessary data collection.		Staff surveys, including pulse survey Sep 2025; diversity monitoring data from iTrent	Restrict access to sensitive data and test role-based access Make religion data optional; use only for inclusion purposes and ensure privacy controls are robust.
Sex	Potential for improved gender pay gap reporting	Risk of inappropriate data sharing if privacy controls are not properly configured. Risk of reinforcing binary gender norms.		Workforce equality report; Employee data in iTrent; Women's network	Restrict access to sensitive data and test role-based access Allow non-binary options; review reporting practices for inclusivity. Ensure gender pay gap reporting is accurate.

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Sexual Orientation	Potential for better monitoring of inclusion	Risk of inappropriate data sharing if privacy controls are not properly configured.		Staff surveys; Employee data in iTrent; Pulse survey Sep 2025; LGBTQIA+ network	Restrict access to sensitive data and test role-based access Make data collection optional and confidential, train staff on data sensitivity, and use data only for inclusion monitoring
Socio-economic inequalities such as: **- income and factors that impact income.** **-access to jobs** This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	Data not recorded currently	Risk of inappropriate data sharing if privacy controls are not properly configured.		Pay band data in iTrent Recruitment data	Explore options to collect relevant data securely, use it to inform targeted support and recruitment outreach
Other (voluntary consideration) **Council of Sancturary** **For example:** Migrant, refugee, or asylum seekers.					Consult with relevant networks and support groups to identify and address specific needs in system design and implementation.
Other **For example:** - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members				Staff feedback; People Consultancy casework.	

Section 5: Conclusion(s) of your Full Impact Assessment

22.	**Conclusions: Option 3: No major change(s) or adjustments and continue with activity but continue to monitor**
	The implementation of a new HR and Payroll system is expected to have an overall positive impact on equality by improving accessibility, enhancing equality data collection and reporting, and supporting fairer and more consistent HR processes. While some potential negative impacts have been identified - such as challenges for employees less familiar with digital systems and risks related to data privacy - appropriate mitigations have been planned, including tailored training, robust access controls, and adherence to accessibility standards.

The activity aligns with the Council's Public Sector Equality Duty (PSED) and corporate objectives on equality, diversity, and inclusion. Ongoing engagement with staff networks and equality stakeholders will ensure that emerging issues are addressed promptly. Equality impact will be reviewed quarterly during implementation and annually thereafter to maintain compliance and continuous improvement. |
| | ☐ |
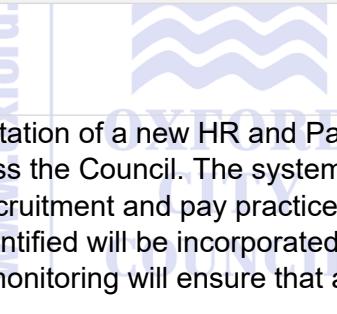
23.	**Please explain how you have reached your conclusions above.**	The implementation of a new HR and Payroll system is essential to promote equity, diversity, and inclusion across the Council. The system will enable better monitoring of workforce diversity, support fair recruitment and pay practices, and ensure compliance with equality legislation. The mitigations identified will be incorporated into the system specification and procurement process, and ongoing monitoring will ensure that any emerging risks are addressed.

Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqIA action plan lies with the service/team completing the EqIA.
These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

24.	Who or which team or service area will be responsible for monitoring equalities impact?	The People Team, supported by the Project Team, the Equalities Steering Group, and staff networks, will be responsible for monitoring the equality impact of the new system throughout implementation and post-launch. This will include reviewing equality data, addressing emerging issues, and ensuring compliance with the Public Sector Equality Duty (PSED).			
	For example- - team, -directorate, -service area, -Equalities Steering Group,etc.				
25.	Who (individual, team, or service area) will be responsible for carrying out the EqIA review?	The People Team will be responsible for carrying out EqIA reviews and ongoing monitoring, supported by the Project Team during implementation. The Equalities Steering Group and staff networks will provide input and oversight to ensure diverse perspectives are considered.			
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Equality impact will be reviewed quarterly during the implementation phase and annually thereafter as part of business-as-usual monitoring. Additional reviews may be scheduled if significant changes or issues arise.	27.	Date when the EqIA will be reviewed again.	March 2026

Section 7: Sign-off

Name:

Job Title:

Signature:

Name: Gail Malkin

Name:

Job Title:

Signature:

Name: Full Name

Name: Full Name

Job Title: Type here

Signature:

Suggested list of people to include are:

1) Project lead/manager.

2) Head of service area or team.

3) Person who completed the EqIA.

4) EDI Lead.

Job Title: Head of People

Signature:
G Malkin

Name: Full Name

Job Title: Type here

Signature:

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here
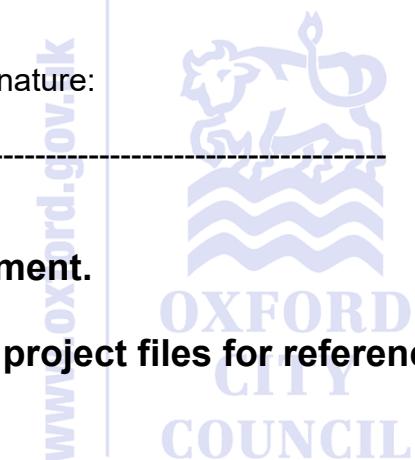
Signature:

Name: Full Name

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You have now reached the end of the assessment.

⚠ **Please appended this to any reports and project files for reference.**

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