

PART A - Initial Impact Assessment

Proposal Name: HR & Payroll System Contract

EIA ID: 2648

EIA Author: Peter White

Proposal Outline:

This proposal seeks approval for the commissioning of an HR & Payroll system and Learning Management System with an external provider. The proposed service is for a period of 4 years with an estimated total value £1.6m. The Council proposes a service period of 4 years to give stability and ensure continued best value for money can be obtained from the market. The current HR & Payroll system is a Midland HR (MHR) product called iTrent and is accessed via a Crown Commercial Services framework contract with Insight UK Ltd. This contract has been in place since May 2019 and expires on 31st May 2024. A decision was reached by the Director of Human Resources in September 2022 to extend the current provision for a further four years via an Officer decision route as the provision is deemed commonly recurring. Although improvements have continually been made to the iTrent product since its implementation (e.g. implementation of the Recruitment module) a sustained period of under investment in the product's additional capabilities and a reduction in capacity of the Team that supports the product have impacted significantly on its effectiveness. Recent workshops with HR, ICT and Managers identified a number of key issues with the product including initial set up based upon the previous HR & Payroll systems processes, a poor user interface and lack of compliance by end users. This has led to a recommendation to invest project resource, budget and time to better exploit the iTrent product and its associated processes delivering benefits across the Council. The iTrent product has core functionality that is administrated by the Councils HR Business Services team, an employee self-service offer called MyHR, and a manager self-service offer called iManage. iTrent is HR's key system and holds all employee data required to link with a number of other systems that enable payroll processing and employee administration activities and the provision of HR metrics/information. This includes the provision of statutory returns and submissions across a range of

areas. Further details about the current iTrent offer through the Insight/MHR Contract including the modules we use and those we choose not to can be found in the attached People Strategy Leadership Group (PSLG) Management Paper. As part of the Councils Digital Strategy a project management company called Entec Si have been commissioned by the Councils ICT & Digital Innovation Service. Entec Si have been working alongside colleagues in HR and ICT since January 2024, to develop an approach focussing on systems/processing quick wins that can be put in place prior to the end of the current contract. They are also helping to form a future strategy looking at new opportunities to further evolve the iTrent product. Quick wins being worked on over the coming weeks are: • Starters, Leavers and Movers process • Single Sign On / Multi Factor Authentication • MHR System Health Check improvements Listed below are new opportunities HR is looking to exploit as part of a new contractual relationship. Explanatory notes and detail about each of these new opportunities can be found in the attached People Strategy Leadership Group (PSLG) Management Paper. • Onboarding • E-signatures • Paid Time • Chatbot • Interactive Payslips • Report Dashboards • Flexi/TOIL • Casework The current Learning Management System is a Docebo product called Go Learn and is accessed via a direct contract with MHR. This contract has been in place since July 2022 and expires on 29th June 2024. Go Learn offers a course booking system (virtual/classroom), a range of e-learning opportunities, a record of training completed through the platform, informal & social learning, bite-sized learning, and the management of required and team learning. The platform is interfaced with iTrent for a seamless flow of establishment data and learning records. Go Learn has been well received by employees and managers across the Council since its launch in July 2022 and was initially placed on a short 2-year contract to align with the Insight contract termination date ensuring consideration could be given to alignment of the two.

Proposal Type: Non-Budget

Year Of Proposal: 24/25

Lead Director for proposal: Jane English

Service Area: People and Culture

EIA Start Date: 3/8/2024

Lead Equality Objective: Workforce Diversity

Equality Lead Officer: Richard Bartlett

Decision Type

Committees: Policy Committees
• Strategy & Resources

Portfolio

Primary Portfolio: People and Culture

EIA is cross portfolio: No

EIA is joint with another organisation: No

Overview of Impact

Overview Summary:

There is unlikely to be any differential negative impact on any specific groups. As with any IT system accessibility remains paramount to ensure disabled people have access to what they need and are not subject to any less favourable treatment. This does mean that HR systems will need to be aware of any existing or emerging assistive technology that is being used by disabled people to access IT systems so that they can ensure compatibility. This issue is also covered within the proposals for the council's new Digital

Strategy so the combination of the these 2 proposal identifying this as a potential issue should mean that the appropriate levels of monitoring and review are in place through customer feedback so that they don't develop into major issues. It should be acknowledge that not very outcome or change can be anticipated so having systems in place to capture any feedback should lessen this risk. The continuation of using these systems should ensure consistency and comfort for users and have a general positive impact and taking advantage of the new opportunities listed in the report such as the improved onboarding for new staff are likely to contribute to these improvements. Although it will be picked up via the EIA for the Digital Strategy it needs to be noted that non digitally enabled parts of the workforce are at risk on missing out some of the positive impacts the improvements will create and there will need to be some mitigations in this area to ensure there is accessibility for staff in these areas. As these parts of the workforce tend to operational there is a higher prevalence of some protected characteristics around race and sex so the council will need to mindful of this.

Impacted characteristics:

- Disability
- Carers
- Pregnancy/Maternity
- Poverty & Financial Inclusion

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Impact areas:

Year on Year

Initial Sign-Off

Full impact assessment required: Yes

Review Date: 11/30/2024

PART B - Full Impact Assessment

Carers

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: Improving the accessibility of the council's HR services is likely to have a positive impact on those members of staff who require flexibility in their work due to having unpaid caring responsibilities. It should be noted that take up of the Workplace Adjustments Passport, which is available through MyHR, has been slow and more needs to be done to ensure that all those who require adjustments have access to a passport.

Care Experienced

Staff Impacted:

Customers Impacted:

Description of Impact:

Disability

Staff Impacted: Yes

Customers Impacted:

No

Description of Impact:

The configuration of the system could present difficulties for those who have a visual impairment. Whilst booking annual leave on MyHR, staff can view their calendar for the longer term overview of their leave already booked. This calendar is colour coded to signify the different types of leave booked as well as bank holidays. This could have a negative impact on those users who are colour blind. As the system is developed it will need to consider the needs of those users accessing through accessible technology and any modules will need to be accessible for disabled people. This will include existing and emerging technologies. Some of the risk around this will be covered through the council's new Digital Strategy which has already highlighted the challenges this may present through an EIA. It should be noted that take up of the Workplace Adjustments Passport, which is available through MyHR, has been slow and more needs to be done to ensure that all those who require adjustments have access to a passport.

Poverty & Financial Inclusion

Staff Impacted:

Yes

Customers Impacted:

No

Description of Impact:

There is a potential risk for those members of staff who work in lower grade operational roles and are not digitally enable having restricted access to the opportunities presented by the HR system. Work will need to be done to ensure those staff are still able to access the same level of opportunities, particularly around learning and development to ensure they don't miss out on development opportunities which could hamper their career progress and reaching their full potential.

Pregnancy / Maternity

Staff Impacted:

Yes

Customers Impacted:

No

Description of Impact:

Staff on maternity leave can access their records and make changes to their data whilst away from work locations. This specifically applies to the MyHR system. this should mitigate any impact the changes may make and improve accessibility for those staff who may be away on parental leave.

Action Plan & Supporting Evidence

Outline of action plan:

There will need to be some monitoring of accessibility for disabled people and those who use assistive technology. It will need to be ensured that any technological developments are considered to make sure that there is compatibility. This is especially important when implementing any new functionality. There will also need to be a continuation of work to ensure that those members of the workforce who are not digitally enabled still have fair access to the systems so that they are able to take advantage of opportunities available and are able to reach their full potential

Action plan evidence:

Workforce Data Reports Customer Feedback
Consultation feedback

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 11/30/2024