



Full Business Case ('FBC')/Programme Strategies - Health and Social Care Northern Ireland ('HSCNI')

The Equip Programme ('Equip'/'the Programme') – Equality Screening Summary

Approved for publication: May 2026

This Full Business Case (FBC) was last reviewed at senior level in October 2024. The content and data within this document reflect the position as at that date.

1. Introduction

This summary provides an overview of the Equip Full Business Case (FBC) . Due to the commercially & operationally sensitive nature of information contained within the FBC Document FBC document, distribution and publication is not possible. It is not being published. This extract is intended to support transparency by outlining the Programme's purpose, progress and expected benefits.

2. Programme Overview

Equip is a major regional digital transformation programme designed to replace existing legacy systems used across Health and Social Care Northern Ireland (HSCNI) for Human Resources, Payroll, Procurement & Logistics and Finance.

The Programme will introduce a single, integrated, cloud-based system, bringing together key business functions including:

- Human Resources (HR)
- Payroll
- Finance
- Procurement and Logistics (PaLS)

The new solution will replace the current HRPTS and FPL systems, which are due to expire in 2026.

3. Aims and Objectives

The Equip Programme aims to:

- Deliver modern, standardised digital systems across HSCNI
- Improve efficiency and reduce administrative burden on staff
- Enhance the user experience for over 86,000 staff
- Enable better, data-driven decision making
- Support more effective and consistent ways of working
- Underpin wider digital transformation across health and social care

Ultimately, the Programme will help staff focus more on frontline care and operational delivery, improving the experience for patients and service users.

4. How the Programme Will Be Delivered

The Programme is being delivered through a large-scale, region-wide approach, including:

- Implementation of Oracle Fusion Applications as a cloud-based Software-as-a-Service (SaaS) solution
- Standardisation of business processes across organisations
- Partnership with a specialised Systems Implementation Partner
- Strong Programme governance and leadership
- Comprehensive training, communications and change management support
- Phased delivery with ongoing monitoring and improvement

5. Progress to Date

- The Equip Outline Business Case (OBC) was approved in May 2022, with a further addendum approved in November 2022.
- The Equip Full Business Case (FBC) received approval from the Department of Health and Department of Finance in January 2024.
- A contract for the core SaaS Solution was awarded to Oracle in February 2024.
- A Systems Integration Partner has been appointed to support the delivery of the SaaS solution.
- Independent Assurance reviews conducted by Department of Finance (Gateway) have been carried out to strengthen programme delivery.

6. Key Considerations

The Programme operates within a number of important constraints, including:

- Fixed timelines linked to the expiry of incumbent systems,
- Approved funding limits,
- Legal and regulatory requirements, including procurement and data protection,
- The need to maintain continuity of services throughout implementation,
- Workforce and resourcing challenges associated with a programme of this scale.

These are actively managed through Programme governance and ongoing review.

7. Who Will Be Affected

Equip will primarily impact 86,000 end users across the 16 organisations in scope, including:

- Staff working in HR, Finance, Payroll, Procurement and Logistics (Functional Users)
- Managers and frontline staff who use systems for routine activities (e.g. payslips, expenses, leave requests)
- Technical and Programme delivery teams

External stakeholders such as suppliers, partners and job applicants will also interact with the new system.



8. Long-Term Impact

Equip is aligned with HSCNI's Digital Operations Strategy and will provide a modern, flexible platform designed to support HSCNI for several years.

By working with regional stakeholders to review and enhance working processes and the systems that support them, equip will:

- Support more efficient ways of working
- Enable continuous improvement
- Provide better insight for planning and decision making
- Deliver lasting benefits across the 16 organisations in scope of delivery.