

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL  
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	17 February 2026
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	New Workforce Solution - Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling Executive Director of Workforce & Organisational Development & Deputy Chief Executive
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Tracy Walmsley Assistant Director of People Planning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**ADRODDIAD SCAA**

**SBAR REPORT**

Sefyllfa / Situation

This paper and accompanying slide deck provides an update on the Future NHS Workforce Solution as it progresses into the implementation phase. It also outlines the national approach to implementation, a requirement of NHS Wales organisations to start to prepare through foundational readiness activities and the role of supporting organisations such as the NHS Business Service Authority (NHSBSA)<sup>1</sup> and NHS Wales Shared Services Partnership (NWSSP).

Cefndir / Background

The NHSBSA recently announced their partnership and the award of a 15-year contract to Infosys to deliver the Future NHS Workforce Solution. This solution will succeed the current Electronic Staff Records (ESR) system with a modern, intuitive, and integrated national workforce platform. The programme is now moving from the Discovery & Procurement phase into the Foundational Readiness and Implementation phase.

Expressions of interest to be an early adopter were gathered through an Organisational Readiness Survey that each NHS Wales organisation undertook in January 2025. Through this process, organisations declared their readiness and willingness to participate with over 90% of organisations in Wales volunteering to be an early adopter.

Organisations were shortlisted by the NHSBSA and Infosys through a defined selection process, supported by NHS England, NHS Wales, and the NHSBSA's CEO and Advisory Boards. The early adopter cohort represents around 10% of the NHS workforce across NHS England and Wales; and is a representative cross-section of organisation types, baseline contexts and geographies. NHS Wales organisations were evaluated carefully in this selection process to ensure the diversity of the NHS Wales landscape was considered. Early adopters will help validate and shape the implementation approach, so every organisation benefits from proven, ready-to-use processes and smoother deployment.

## Asesiad / Assessment

Hywel Dda University Health Board (HDdUHB) has been identified as an early adopter for the new national Workforce Solution for NHS Wales. This is a significant achievement and opportunity for the People and Organisational Development (OD) Function to take forward and will have implications across the delivery model for people solutions across the Health Board.

Currently, there are four pillars of foundational readiness identified that all organisations across NHS Wales will need to activate, these include:

- 1) Leadership & Governance,
- 2) Data and processing,
- 3) Capacity and skills,
- 4) Engagement

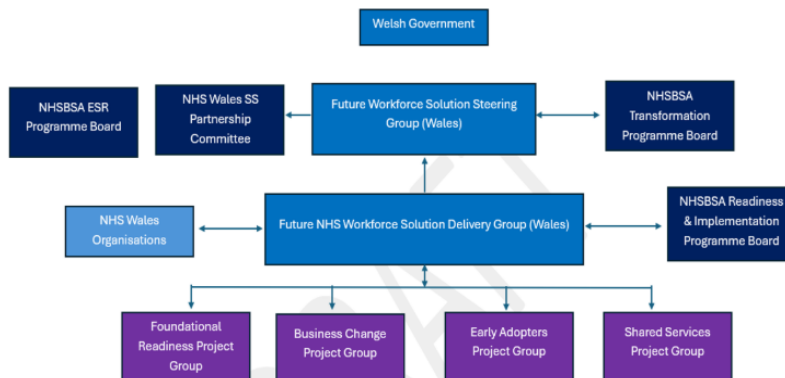
Initial assessments across these areas were made as part of the process to be identified as an Early Adopter.

An 'agreement in principle' to the NHSBSA was required by 30 January 2026, to confirm commitment to take forward the principle of the "Early Adopter" role however, as a Health Board we will have until the Summer of 2026 to get full and formal Board agreement to participate as an Early Adopter.

It is important to recognise that this programme is a major organisation-wide transformation – not just an upgrade from ESR, and with that in mind HDdUHB will need to ensure that this critical digital programme of work is included in digital strategies and plans for the next 3-4 years.

It is the programme's ambition for the new solution to deliver tangible organisational and system-level benefits aligned to employee empowerment, efficiency, and data connectivity. Earlier adoption should also enable NHS Wales organisations to start to realise some of the early benefits. A benefits work stream will commence in 2026 to better understand what this means for NHS Wales, in an already upscaled model of working. The Future Solution is being co-designed with NHS subject matter experts creating a system built by the NHS, for the NHS. Over 80 experts across NHS England and Wales have participated in the NHSBSA design network, with NHS Wales being widely represented and pivotal in this area for some time now. Subject Matter Expert (SME)volunteers will continue to participate in detailed design workshops well into 2026; and end users will be selected to support the development of user requirements.

The governance arrangements are set out opposite for the national programme and we will seek to align our internal work based on guidance from the national work programme and workstreams.



As noted in an implementation paper, the programme "will be delivered through a national rollout model in partnership with the NHS Business Services Authority (NHSBSA), NHS Wales Shared Partnership Service (NWSSP) & organisations across NHS Wales. As part of this approach, Executive teams will be asked to work collaboratively with NWSSP and NHSBSA to get ready through foundational readiness

*activities including data preparation and local change planning. Staff engagement will be key to champion adoption and embed the new solution into daily practice to realise benefits and sustain improvement through full adoption and standardisation of the future workforce solution.*

*As a result of resource pressures within local teams, there is a risk that user organisations may not have sufficient capacity or capability to implement the required process and technology improvement, which could result in lower take up, sub optimal implementations and/or extended rollout/reduced local benefits realisation. It is therefore recognised that additional resource is likely to be needed by User Organisations to undertake their responsibilities. The NHSBSA programme team will bring capacity and functional expertise to deploy the solution working alongside NWSSP and local teams. However, under the auspice of the NHS Wales Programme Steering Group, resource to support the programme locally will continue to be monitored to ensure each organisation is supported to prepare for and support their transition.”(NWSSP/NHSBA December 2025 Briefing)*

Therefore, at this juncture, we wish to highlight to the People, Organisational Development & Culture Committee the requirement of additional resources to progress the New Workforce Solution, which will be requested through the appropriate governance processes. Further assessment work is commencing in February 2026, with active adoption planned from June 2026 to June 2027, after which it is anticipated Business As Usual will resume for the system, with the ambition that wider rollout will be completed across NHS Wales by 2028.

**Argymhelliad / Recommendation**

The Committee is requested to **NOTE**:

- the success on becoming an Early Adopter for NHS Wales and the importance of this role.
- the requirement for a future Board approval to commence adoption in 2026/27 & 2027/28.

**Amcanion: (rhaid cwblhau)**

**Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1.1 Compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring the Health Board is recognised as a leader in this field.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	National procured system; due diligence will have been undertaken by the NHSBSA.
Rhestr Termau: Glossary of Terms:	ESR – Electronic Staff Record
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	National Forums on Workforce Internal Workforce & OD Leadership Team, Workforce Intelligence leads

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	To be developed locally
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	To be developed locally
<b>Gweithlu: Workforce:</b>	To be developed locally
<b>Risg: Risk:</b>	To be developed locally
<b>Cyfreithiol: Legal:</b>	National programme work undertaken; local assessments to be undertaken as required based on risk assessments
<b>Enw Da: Reputational:</b>	To be developed locally
<b>Gyfrinachedd: Privacy:</b>	To be developed local
<b>Cydraddoldeb: Equality:</b>	To be developed locally

# Future NHS Workforce Solution Transformation Programme

Delivery Phase

Introduction and Overview

This briefing pack introduces the delivery phase of the Future NHS Workforce Solution Transformation Programme so organisations can understand what's coming and begin light touch preparation

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Why This Matters for All Organisations

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Key Messages for Boards



# Executive summary

## Participation in the Future NHS Workforce Solution programme is critical for all organisations

Over the next 4 years, all organisations will move to the Future Workforce Solution, creating a single, connected platform for the NHS workforce. This is a major organisation wide transformation – not just an upgrade from ESR.

## The strategic opportunity for the organisation and the wider NHS

The new solution will deliver expanded capability and tangible organisational and system-level benefits from improved data connectivity, streamlined processes, and a more seamless experience for staff.

## The national programme will provide extensive support and work in partnership with each organisation

The programme will bring resources, capabilities and the implementation framework to enable national delivery. Over the next 18 months, Early Adopters will help validate the implementation approach so every organisation benefits from proven, ready-to-use processes and smoother deployment.

## Organisations can progress several Foundational Readiness activities to prepare

Progressing readiness activities now including leadership alignment, data quality improvement, capacity planning, and workforce engagement will enable a smooth transition to the new solution.

## The Future NHS Workforce Solution will modernise and transform people services across the NHS in England & Wales

The Department of Health and Social Care has commissioned the NHS to deliver the Future NHS Workforce Solution, the **next generation of the NHS's national workforce platform**.

The future solution will succeed ESR, introducing a **modern, cloud-based platform** that connects people, data, and processes to **meet the needs of today and tomorrow**.

The future solution is a **core enabler of Welsh Governments: Healthier Wales Strategy, National Workforce Implementation Plan and Digital & Data Strategy**. A solution that will empower our workforce to carry their role out efficiently and support them through their NHS Working life.

- A **seamless, user-centric experience** that will **boost staff retention**, by enabling better development, mobility and career progression.
- More accurate workforce data that will **strengthen financial and workforce planning**.
- Modern and automated people processes that will drive **significant quality and efficiency gains**.

## This next-generation platform will help our people to perform at their best every day

### Fit for the future

Building a workforce that is better trained, supported, and valued — and ready to meet the NHS's future challenges with seamless, modern workforce processes

### From transactional to transformational

Moving from manual, fragmented processes to streamlined, automated workflows that free up time for patient care and reduce duplication

### Analogue to digital

Replacing multiple legacy systems with one, person-centred digital platform that connects every stage of the workforce journey

### Local to connected

Creating a single, trusted workforce record across organisations to enable mobility, fairness and data-driven decision-making

### Continuous improvement

Embedding AI, user-centred design, and innovation to continually enhance the staff experience and ensure better deployment through smarter planning

The everyday experience for staff, managers, and leaders will be transformed for the better



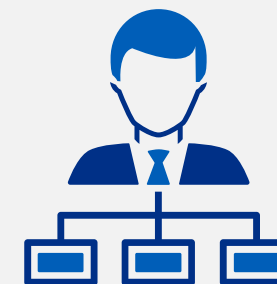
For staff and managers

A simpler, modern, mobile-first experience



For people managers

Faster recruitment, improved integration, better careers and talent pathways



For leaders

Real-time insights to help guide decision-making

The new solution will deliver tangible organisational and system-level benefits aligned to empowerment, efficiency, and data connectivity

## Empower people

- A simple, **seamless user experience** supports improved morale, engagement, and retention
- **Mobile self-service** gives staff control over compensation, career, leave, and learning
- **Targeted learning & career development** maintains high-quality care and improves staff retention

## Improve efficiency

- **Streamlined recruitment and onboarding and prediction of absence** reduces rota gaps and agency reliance
- **Automated rostering integrations and intelligent payroll output checking** reduces payment-related overspend
- **Expanded HR and e-learning functionality** reduces spend on third-party systems

## Connect data

- **Workflow automation** frees HR, payroll, and managers from admin to focus on value-adding work
- **Unified, reliable data sources** enable real-time data-driven workforce decisions and financial planning
- **One connected platform** streamlines processes, simplifies collaboration, and boosts cost efficiencies

More details on benefits of the programme will be shared within the Foundational Readiness guidance



We're designing the Future NHS Workforce Solution with NHS organisations and with NHS subject matter experts, creating a system **built by the NHS, for the NHS.**

Over  
**400**

experts have joined  
our design network

Over  
**80**

experts are  
participating in detailed  
Workshops across all 7  
functional domains

**30**

organisations are  
supporting user  
testing in 2026



The new solution will deliver expanded capability across seven domains\*



### Talent acquisition

Vacancy management

Vacancy posting

Applicant management

Onboarding

Metric & analysis

New

### Career development

Career pathing

Succession planning

Coaching

Metric & analysis

Leadership

New

### Learning

Learning admin

Learning management

Knowledge management

Metric & analysis

### Performance management

Goal management

Performance management

Competency assessment

Metric & analysis

New

### Compensation and benefits

Compensation and benefits management

Pension interface

Annual benefits statement & total reward statement (TRS)

### Payroll

Payroll administration

New business capabilities

Metric & analysis

### Core HR

Organisation management

Employee lifecycle

Self-service

Case management

Absence management

Leavers

Metrics

Participation in the programme is critical for all organisations



### Universal solution

All organisations will move to the Future Workforce Solution, creating a single, connected platform for the NHS workforce



### Shared benefits

Early Adopters will help validate and shape the implementation approach, so every organisation benefits from proven, ready-to-use processes and smoother deployment

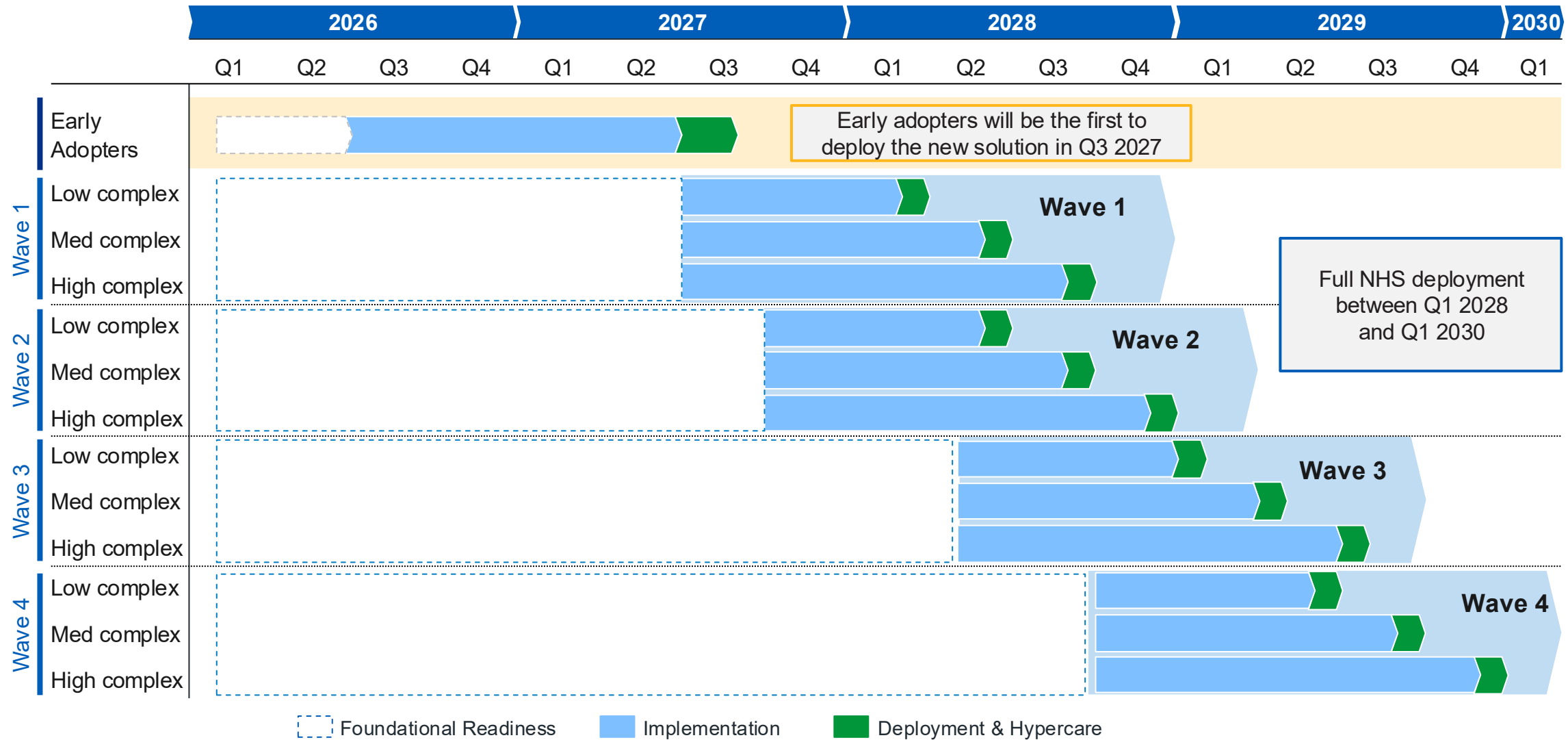


### Long-term success

Starting readiness work now means an easier transition later — building local capability, shaping national design, and maximising future benefits



# Deployment of the new solution will be phased over the next five years





## Support Provided by the National Programme



Readiness and implementation support, including access to national Subject Matter Experts

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Clear national governance and decision-making pathways

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Change, communications and training toolkits to support local delivery

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Data migration and technical support throughout implementation

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Benefit from the learning shared by Early Adopter organisations

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Escalation routes and risk management support

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Benefits tracking



Implementation will be delivered through a national rollout model in partnership with NWSSP & organisations across NHS Wales

## The programme will lead on national delivery

- Working in collaboration with NWSSP, deliver a **phased, regionally coordinated deployment** to ensure a smooth and manageable rollout
- Providing **end-to-end readiness and implementation support**, including training, change and communication materials, tools, and playbooks
- Defining **standard processes, configuration and governance** to enable consistency across all organisations

## Organisations will lead local implementation and adoption supported by NWSSP

- **Leading organisational readiness**, including data preparation, local change planning and staff engagement
- **Establishing local transformation teams** to coordinate activity and champion adoption
- **Embedding the new solution** into daily practice to realise benefits and sustain improvement
- **Full adoption and standardization of the future solution across NHS Wales**



The programme will bring capacity and functional expertise to deploy the solution working alongside NWSSP and local teams

### User-centered design

Ensure the solution meets NHS user needs by providing targeted design expertise

### Delivery support

Serve as primary contact and provide ongoing implementation support

### Change enablement

Develop implementation playbooks and provide targeted subject matter expert support e.g. training set up

### Technical implementation

Provide technical delivery expertise across data migration, security, and system integrations

### Benefits expertise

Provide advisory support to help NHS Wales and organisations plan, track and realise benefits from the programme

**A resourcing plan will be shared as part of the Foundational Readiness guidance.**



Organisation transformation teams will need to provide strong leadership and local expertise to drive the change

### Leadership

Set direction, provide oversight and ensure alignment with programme strategy.

### Business and functional expertise

Provide expertise to inform localisation, testing and benefit realisation

### Project and change management

Lead day-to-day delivery and local transformation activities.

### Communications and training delivery

Facilitate change by delivering local communications, engagement and training activities aligned with programme strategy.

### Technology and data enablement

Provide local technical and data expertise to support configuration, testing and integration activities.

**A resourcing plan will be shared as part of the Foundational Readiness guidance.**

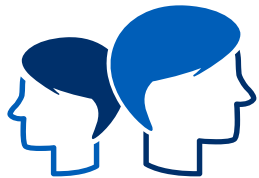


This is a major organisation-wide transformation –  
not just an upgrade from ESR

Staff and managers will experience everyday changes as the future solution is rolled out

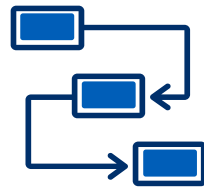


Organisations will undergo key transformations as they undertake adopting the new solution



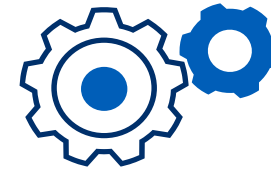
### Resourcing

Local teams will be needed to drive implementation with varying time commitments across the programme lifecycle



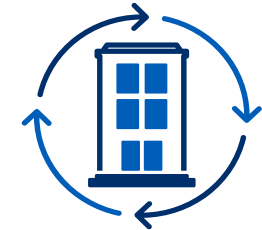
### Process Change

The new solution will standardise and simplify HR processes, which may require changes to policy, workflows, skilling, or role responsibilities



### Dependencies

A smoother transition depends on prioritising workforce transformation, optimising data quality, and aligning processes to a self-service model



### BAU Operations

While transformation will proceed alongside business-as-usual activities, robust validation, change planning and a phased rollout will contain and mitigate risks

More details will be shared within the Foundational Readiness guidance and Implementation Playbook



There are several key Foundational Readiness activities organisations can take now to prepare



## 1. Leadership & Governance

Establish clear local ownership, leadership, and governance to drive transformation decisions and accountability



## 2. Data & Process

Begin data cleansing and process mapping to ensure accuracy, consistency, and readiness for the new solution



## 3. Capacity & Skills

Assess resource capacity and build the skills needed to deliver and sustain change effectively



## 4. Engagement

Stay connected through regional engagement, champion networks, and proactive communication with the programme team

More detailed information will be shared within the Foundational Readiness guidance



Over the coming months, organisations should expect to receive ...

- ❑ Foundational Readiness briefing to support local planning and preparation
- ❑ Insights from Early Adopters to inform decision-making
- ❑ Clear roles and responsibilities for national and local delivery
- ❑ Implementation wave plans detailing when and how organisations will onboard
- ❑ Change, communications, training and technical toolkits to enable smooth adoption



## Key Messages for Boards

- 1 This is a **major organisation-wide transformation** — not just an upgrade from ESR
- 2 Early **preparation reduces risk**, cost and pressure
- 3 National **support will be extensive** and informed by Early Adopters
- 4 **Clear timelines and guidance will be provided** in advance
- 5 The solution will **strengthen NHS workforce management and sustainability**



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Have you joined our FutureNHS workspace?

Sign up to the programme's mailing list, find helpful resources and the latest updates from the programme.

[Visit our workspace](#)

## Glossary of programme terms

<b>EA</b>	Early Adopter — organisations participating in the first implementation wave to test and refine the solution.
<b>UO</b>	User Organisation — any NHS organisation that will adopt and use the Future NHS Workforce Solution.
<b>NHSBSA</b>	NHS Business Services Authority — the national body delivering the Future NHS Workforce Solution.
<b>Wave</b>	A cohort of organisations scheduled for implementation in a defined sequence.
<b>SMEs</b>	Subject Matter Experts — experienced NHS professionals providing insight to shape solution design and adoption.
<b>BAU</b>	Business-as-Usual — routine operational activities unaffected by planned change.
<b>SRO</b>	Senior Responsible Owner for organisational implementation.