



PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	18 August 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Future NHS Workforce Solution – Early Adopter and Foundational Readiness Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce & Organisational Development / Deputy Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Tracy Walmsley, Assistant Director of People Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/ For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report provides the Committee with a further update on the Future NHS Workforce Solution Transformation Programme and the Health Board's role as an Early Adopter for NHS Wales. The programme will replace the Electronic Staff Record with a modern, cloud-based, integrated workforce platform covering core Human Resources (HR), talent acquisition, payroll, compensation and benefits, learning, career development and performance management.

The Committee is asked to take assurance on the progress being made to prepare locally, including the action required through the Prepare phase: establishing programme governance and a project plan, identifying local leads and resourcing requirements, preparing for testing, continuing engagement and communications, and progressing readiness activity ahead of Wave Entry in November 2026.

Cefndir / Background

The Future NHS Workforce Solution is a national transformation programme led by the NHS Business Services Authority (NHSBSA), in partnership with Infosys, which will succeed ESR following the award of a 15-year contract. The programme is moving from discovery and procurement into Foundational Readiness and implementation. Early Adopter organisations will help validate and shape implementation, supporting a smoother wider deployment across NHS Wales.

The solution is not simply a system replacement. It is intended to create a single, secure employee record across the NHS, improve self-service, reduce duplication, automate workflows, strengthen workforce insight and connect key workforce domains across the employee lifecycle. The national programme describes the greatest value as being realised when the domains are adopted together, with up to 60% of total benefit value driven by the connections between domains.

Hywel Dda University Health Board has previously been identified as an Early Adopter for NHS Wales. The current Prepare phase requires the Health Board to continue foundational readiness activity across leadership and governance, data and processing, capacity and skills, and engagement. Guidance confirms immediate priorities in preparing for testing, developing a project and resourcing plan, establishing progress tracking and understanding local resource requirements.

Asesiad / Assessment

On 24 July 2026 the Health Board received confirmation it had successfully progressed through Stage Gate 1 (Scope phase) and would now progress to Stage Gate 2 (Prepare Phase). The Health Board is now required to translate national readiness guidance into a local delivery approach.

Immediate actions include reviewing and adapting the national Project and Resourcing Plan template, agreeing owners and local sub-actions, maintaining a RAID (Risk, Action, Issue, Decision) log, identifying a Local Test Lead, signing up to monthly test checkpoints, and starting to identify suitable staff for Systems Integration Testing and User Acceptance Testing preparation.

The programme has significant strategic implications for workforce, organisational development (OD), digital, finance, payroll, recruitment, learning and operational services.

A programme group is being established to provide clear executive sponsorship, strong local governance, and engagement with stakeholders.

The Workforce & OD Team need to provide dedicated transformation capacity and through underspend on current budget a Project Officer role has been created and further strengthening of project management is being considered. A substantive Digital and Change OD Leadership Manager has also been appointed who will support all digital change moving forward. The team will work with a National Shared Services Team who will support engagement with managers, employees and subject matter experts and process mapping to support us through this gateway phase and also link regularly with NHSBSA colleagues.

Argymhelliad / Recommendation

The Committee is asked to:

- **TAKE ASSURANCE** from the progress made to date and that plans are in place to support participation in the next phase as an Early Adopter in the Future NHS Workforce Solution.
- **NOTE** the immediate priorities for the Prepare phase, including local programme planning, resourcing, governance, testing preparation, stakeholder engagement and progress tracking.
- **NOTE** that further updates will be brought through the appropriate governance route as national guidance, resource implications, timelines and Board approval requirements are confirmed.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

Committee ToR Reference:

2.1.1 Compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally and ensuring the Health Board is recognised as a leader in this field.

Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	No specific Datix risk identified within the national documentation. Programme risks will be captured and managed through the local RAID log and escalated through the appropriate governance route as required.
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	1. Safe 2. Timely 4. Efficient 7. All apply Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Striving teams 4. Positive futures
Nodau Cynllunio 2026/27 Planning Goals 2026/27	1. Healthy, Thriving Teams 5. People First, Digital Always 7. Future Orientated
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	3. Create people-centred employment and development opportunities that support workforce transformation, reflect the changing needs of 5. Foster a learning culture by sharing knowledge and applying new ways of working that enhance local and global well-being 8. Develop initiatives that build social connections and promote culture and the Welsh language as assets to support people's overall wellbeing
Model Cymdeithasol ar gyfer Iechyd a Llesiant : (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing : (complete for strategic change and/or significant service changes)	1. A Social Model for Health and Wellbeing will complement and integrate with other ways of working, values, principles and objectives. 6. A culture of testing and learning will be encouraged, enabled, supported and celebrated.
Gwybodaeth Ychwanegol:	

Further Information:	
Ar sail tystiolaeth: Evidence Base:	NHSBSA Future NHS Workforce Solution national programme documentation; Solution Overview, June 2026; Foundational Readiness Guidance Part 2 Wales Drop 2; Early Adopter engagement plan; previous PODCC SBAR update, February 2026.
Rhestr Termau: Glossary of Terms:	EA – Early Adopter; ESR – Electronic Staff Record; FWS – Future Workforce Solution; FRG – Foundational Readiness Guidance; NHSBSA – NHS Business Services Authority; NWSSP – NHS Wales Shared Services Partnership; RAID – Risks, Assumptions, Issues and Dependencies; SIT – Systems Integration Testing; UAT – User Acceptance Testing; DPIA – Data Protection Impact Assessment; DSPA – Data Sharing and Processing Agreement.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	National Future NHS Workforce Solution programme forums; NHSBSA Readiness and Implementation Team; NWSSP; internal Workforce and OD Leadership Team; Workforce Intelligence leads; relevant digital, payroll, recruitment and HR subject matter experts.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Local financial and service implications are being assessed through the Prepare phase. Additional local capacity will be required to support project delivery, testing, data preparation, engagement and change activity. Potential future benefits include reduced administrative effort, improved recruitment efficiency, reduced duplication, more accurate payroll processing and reduced reliance on third-party systems.
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct adverse patient care impact is anticipated from this update. Successful implementation should support safer and more effective services indirectly through improved workforce data, better planning insight, streamlined processes and enhanced employee experience. Quality impacts will be reviewed as the local implementation plan develops.
Gweithlu: Workforce:	The programme has significant workforce implications and will require input from HR, payroll, recruitment, learning, workforce intelligence, digital, operational managers and staff representatives. The principal workforce risk is capacity to deliver readiness and implementation activity alongside business-as-usual pressures. The future solution is expected to improve employee self-service, manager access to information, workforce insight, learning records and career development support.

Tegwch lechyd: Health Equity:	Health equity considerations will need to be included in local change planning, particularly in relation to digital access, accessibility, Welsh language capability and support for employees with different roles, locations and working patterns. The national solution is designed to meet digital accessibility standards and to support access across desktop, tablet, mobile web and mobile application channels.
Risg: Risk:	Key risks include local capacity and capability, data quality, integration with existing systems, dependency on national timelines, testing readiness, staff engagement and benefits realisation. These will be managed through the local project plan, RAID log, named ownership, progress tracking, escalation routes and regular engagement with NHSBSA and NWSSP.
Cyfreithiol: Legal:	Legal considerations include data protection, information governance, contractual and employment-related implications. National programme work is underway, and local assessments, including DPIA and DSPA requirements, will be completed as required through the relevant governance arrangements.
Enw Da: Reputational:	There is a positive reputational opportunity for the Health Board as an Early Adopter for NHS Wales, helping shape and validate the national implementation approach. Reputational risk may arise if local readiness, engagement, data quality or implementation milestones are not effectively managed.
Gyfrinachedd: Privacy:	The programme will involve workforce data and employee records. Privacy, confidentiality and information security requirements will need to be managed through national and local information governance arrangements, including completion of DPIA and DSPA activity and review of third-party application and integration requirements.
Cydraddoldeb: Equality:	Equality impacts will be assessed through local implementation planning. The solution is designed to support accessibility, usability, flexibility and Welsh language capability; however, EqIA screening should be completed as the local change approach, engagement plan and implementation arrangements are developed.