

## **Chief Executive Update on Emerging Issues and Achievements – for Trust Board (Public) on 5 March 2026**

### **1. Emerging Risks/Updates on Risks**

#### **1.1 Update on Equip- New finance and Human Resources (HR) systems**

Equip will replace the current finance and HR systems with planned go-live dates of 1 September 2026 for finance/Procurement and Logistics Service(PALS) and 1 November 2026 for HR/payroll.

The Chief Executive of the Business Services Organisation (BSO), Senior Responsible Owner (SRO) for the regional programme, provided a high level update on the programme to Executive Team on 24 February 2026.

Belfast HSC Trust is represented on the regional programme board by the Director of Finance (Trust SRO), the Director of HR&OD and Director of Cancer & Specialist Services (Belfast Trust user rep).

The Belfast Trust Equip Programme Board was established in January 2026 and is chaired by the Chief Executive. Membership includes Finance, HR, service user representatives, IT, planning and performance, Trade Union and corporate communications leads. A project implementation manager has recently been appointed.

For **finance**, the overall risk rating to projected go-live is amber/red. Key concerns relate to programme compression and dependency driven by late delivery, erosion of contingency, and overlapping business as usual pressures. Whilst some elements of design and build are yet to complete, there is pressure to commence testing and colleagues are working with the equip programme team to agree a testing programme which will enable go live to be achieved whilst providing sufficient user confidence.

For **HR and payroll**, the overall risk rating to projected go-live is red with similar concerns around programme compression, late delivery of design and build and considerable erosion of contingency. There continues to be a lack of

clarity on future payroll work requirements and programme governance arrangements for change, training and target operating model decisions. Data migration and recruitment are current priorities and key risks are security/roles, training for contingent workers and reporting functionality. The go-live plan is under extreme pressure.

The Trust continues to work with regional colleagues to develop communications and training plans.

BSO are working on regional business continuity arrangements given the criticality of systems.

## **2. Key Achievements**

### **2.1 Mental Health update**

The Mental Health Governance Team have achieved SIRAN accreditation (*Serious Incident Review Accreditation Network*) through the Royal College of Psychiatrists, valid until May 2028. This accreditation demonstrates a commitment to high-quality, compassionate, and systematic approaches to serious incident reviews, continuous learning and the sharing of best practice across mental health services. The service was reviewed against 59 standards, meeting 100% of Type 1 and over 80% of Type 2 standards.

The team is now part of an elite group: there are only 9 other SIRAN accredited Trusts across the UK.

## **3. Other Updates**

### **3.1 Cancer and Specialist Services Directorate - Labs & Pharmacy Division**

#### **Regional Cell Path Tender.**

The Permanent Secretary has approved the award of the regional Cellular Pathology contract. The laboratory team and finance colleagues are commended for their work in maintaining the service while developing the

tender. Implementation requires a lead in time and costs associated with the enabling works for some of the equipment. This will include the equipment for the NI Cervical Screening Programme (NICSP). As this is new equipment for this new service, enabling works will take approximately 6-7 months.

Alternative locations for the service is being looked at during this enabling phase. To date, the NICSP (commenced November 2024) has operated using older and repurposed analysers, pending completion of the tender process.

#### UKAS Accreditation, Cervical Cytology.

UKAS confirmed they are content to maintain the accreditation for the cervical cytology service. The new equipment linked to the cell path tender will underpin the future delivery of the service and sustainability of the service.