



Belfast Health and Social Care Trust

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Paper Ref. Num. 2026.08.27_TBP_AgendaItem11.1_P240-2026Equip Update

Note:- To be completed by HQ meeting organiser

Belfast Health & Social Care Trust

Purpose of paper

For Oversight

If other purpose please specify

Meeting TB Public

If other meeting please specify

Presenter

Maureen Edwards

SRO for equip

Date of meeting

27/8/26

Title of paper

Equip Programme Update

Background

Equip will replace finance and HR systems with planned go-live November 2026 for Release 1 (Finance/PALS) and 2027 (month to be agreed) for Release 2 (HR/Payroll). The Trust's equip Programme Board meets every month to discuss progress, agree priorities and raise any concerns for escalation to the regional equip team through an established governance framework.

The 90 day Go-Live Readiness Assessment (GLRA) for Finance and PALS took place on 4 August 2026. This short update summarises the outworkings of the GLRA workshop which will be considered at the regional equip Programme Board on 19 August 2026. A brief update on progress in relation to payroll and HR is also included.

Date considered at Exec Team (If Applicable)

25/02/26

Options for consideration (Maximum of 1500 characters)

N/A

Recommendations (Maximum of 1500 Characters)

Trust Board colleagues are asked to note the update on equip.

Equip Update

The Equip Programme (the replacement of finance, logistics, payroll and HR systems) remains under significant delivery pressure with a go-live date expected in early November for Release 1 (Finance). The programme remains rated **red** overall, though several workstreams are now amber.

User Acceptance Testing (UAT) is currently underway with Tranche 1 expected to close in mid-August, two weeks behind schedule. This will push later tranches back as well, possibly into October, although the central team believes additional time now will save time later. Tranche 2 will focus on end-to-end testing, but some elements are unavailable such as scanning of invoices. No critical defects have been uncovered in Tranche 1 at time of writing.

Data Migration remains a considerable risk. The fifth round of testing for the data migration process is taking considerably longer to complete and has been extended from 8 weeks to 12 weeks, completed at the end of August. This has impacted on the expectations for the sixth round of data migration testing and this remains very much on the critical path.

The preparations for the training programme are underway. A “Train the trainer” model has been adopted with nominees expected to begin their training at the beginning of September. This will allow for training the wider Finance teams later that month and into October. Non-Finance staff who are significant users of the purchasing system, such as catering or ward clerks, will receive additional training. This is currently on track.

With less than three months to go until go-live, a full communications and engagement programme is being planned with newsletters and videos targeted at appropriate audiences. An initial update has been circulated to the Finance teams.

Release 2 (HR & Payroll) which is dependent on Release 1, is now projected for February 2027 at the earliest, though is still unconfirmed, and there remain significant risks with a small number of decisions still to be made in relation to design and build. Concerns remain around training capacity and access as well as HR resources in the context of compressed timescales and business as usual pressures. R2 GLRA150 would need to take place in September for a February go-live.

An “HR Lite” solution will provide interim support for finance processes dependent on HR information, e.g. PO approvals, but this remains unavailable for testing.

The HSC programme teams met for GLRA90 at the beginning of August and the region is working well together with the Change and Readiness Leads collaborating on a regular basis. Programme Sponsors (Directors of Finance) for key

organisations have taken leadership positions for the workstreams such as Change, Training and Communications.

Funding has been sourced by the BSO central team to maintain the legacy systems for a further contingency period.

Overall, significant risks remain with delays to data migration, the absence of completed end-to-end testing and uncertainty around some features, such as system reporting. There are major concerns regarding a very real 'concertina effect' where many small delays potentially make the target go-live in November unrealistic or high risk. It also increases the risk of competing demands on local experts to deliver testing, training and data migration at the same time, overloading them.

The delivery of R1 for November remains at high risk and the uncertainty for R2 is impacting on planning for operational readiness, communications and system maintenance activities.