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Contract

Future NHS Workforce Solution (including Electronic Staff Record (ESR) Services)

NHS Business Services Authority

F03: Contract award notice

Notice identifier: 2025/S 000-071542

Procurement identifier (OCID): ocds-h6vhtk-032866

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Section I: Contracting authority

I.1) Name and addresses

NHS Business Services Authority

Stella House, Goldcrest Way, Newburn Riverside

Newcastle upon Tyne

NE15 8NY

Contact

NHSBSA Commercial Team

Email

commercialserviceteam@nhsbsa.nhs.uk

Country

United Kingdom

Region code

UKC22 - Tyneside

Internet address(es)

Main address

<https://www.nhsbsa.nhs.uk/>

Buyer's address

<https://www.nhsbsa.nhs.uk/>

I.4) Type of the contracting authority

Body governed by public law

I.5) Main activity

Health

Section II: Object

II.1) Scope of the procurement

II.1.1) Title

Future NHS Workforce Solution (including Electronic Staff Record (ESR) Services)

II.1.2) Main CPV code

- 72222300 - Information technology services

II.1.3) Type of contract

Services

II.1.4) Short description

The Authority has procured a supplier to develop a new transformed integrated workforce management solution for the NHS in England and Wales. The current Electronic Staff Record (ESR) service includes HR and payroll; learning; talent management; Total Reward Statements and workforce reporting. It is supported by a supply of systems, support and auxiliary services that enable its effective utilisation. ESR currently pays over 1.9m NHS employees every month, equivalent to around five percent of the UK workforce.

The future NHS workforce solution will fulfil the ambition of providing the NHS with a user centred digital workforce solution to empower people from both national and local organisations to carry out their roles effectively and efficiently, supporting them through their journey with the NHS.

The supplier will manage the ESR service, transform, develop, implement and manage the future NHS workforce solution and once migration of user organisations completes, decommission the ESR service.

II.1.6) Information about lots

This contract is divided into lots: No

II.1.7) Total value of the procurement (excluding VAT)

Value excluding VAT: £1,172,968,000

II.2) Description

II.2.2) Additional CPV code(s)

- 79211110 - Payroll management services
- 72212451 - Enterprise resource planning software development services
- 72260000 - Software-related services
- 79900000 - Miscellaneous business and business-related services
- 79410000 - Business and management consultancy services
- 79211110 - Payroll management services
- 80420000 - E-learning services
- 48450000 - Time accounting or human resources software package
- 72212450 - Time accounting or human resources software development services
- 79600000 - Recruitment services
- 79631000 - Personnel and payroll services
- 48451000 - Enterprise resource planning software package

II.2.3) Place of performance

NUTS codes

- UKC22 - Tyneside

Main site or place of performance

Newcastle upon Tyne

II.2.4) Description of the procurement

The ESR service is provided under a managed service contract which expires August 2026. Oracle eBusiness Suite underpins the current integrated HR, payroll, learning management and business intelligence capability.

The future NHS workforce solution brings the opportunity to transform the existing ESR service to respond to changes in the wider health and care system. It will support NHS strategic workforce objectives through new and improved functionality and provide data and insights to inform decision making.

The Authority has awarded one contract based on the Cabinet Office Model Services

Contract v2.2 for a supplier to fulfil all the requirements below:

- i. Transition and takeover of current ESR service by 31 August 2026 including transfer of staff.
- ii. Run existing ESR service from 1 September 2026 including ongoing development.
- iii. Design, develop, configure and test the future NHS workforce solution from contract award including pilot (early adopter) implementation.
- iv. Implementation of future NHS workforce solution including migration of all user organisations from the ESR service to the future NHS workforce solution in advance of the ESR service support end date of 2035.
- v. Running the future NHS workforce solution including ongoing development.
- vi. Decommission ESR following successful completion of the implementation and migration process.

Functional domains will deliver the capability of the future NHS workforce solution to support NHS organisation's workforce management needs:

- i. Talent Acquisition: end to end hiring experience including demand identification, talent sourcing, job marketing, candidate assessment, applicant tracking and onboarding.
- ii. Core HR: employee lifecycle management including organisation management, grievance management, leave management, absentee management, self-service and exit management. The future solution will reflect the NHS organisation structures and allow flexibility for mergers/de-mergers, TUPE and HMRC guidance.
- iii. Payroll: third party platform interoperability for time tracking, payroll administration, metrics and analysis. Maintenance of national and local pay scales, allowances and deductions in line with terms & conditions, adhering to legislative requirements such as National Minimum Wage and HMRC thresholds.
- iv. Compensation and Benefits: compensation & benefits management, pension contribution deduction, health & wellbeing and recognition.
- v. Learning: knowledge management, administration of learning, learning delivery management and development of business leaders.
- vi. Career Development: employee career experience covering career paths, coaching, staff mobility and succession planning.
- vii. Performance Management: objective setting, performance management, competency assessment and metrics & analysis.

Supporting the functional requirements are a series of non-functional and technical capabilities:

- i. Standards and Compliance: adhering to NHS, national and international regulations, policies and standards.
- ii. Service Continuity: availability, maintaining and restoring service in accordance with service levels.
- iii. Performance & Scalability: increase in number of users, records and demand without

degradation of service, and future growth across the health and care system.

iv. System Intelligence: dynamic, future-proof systems, responsive to change in line with workforce needs and technology advances.

v. Security: cyber-security management and adhering to appropriate security standards.

vi. Interoperability: new capability to meet interoperability requirements and ensure ongoing current interfaces where required.

vii. Channels & User Interface: multiple channel access, with accessibility as a core consideration.

viii. Data, Reporting & Analytics: person-centred data management including aggregation, segregation and storage enabling better insights and experiences.

ix. Service Management Support: Service Desk and Incident Management.

II.2.5) Award criteria

Quality criterion - Name: Programme Vision / Weighting: 11.5

Quality criterion - Name: Programme Delivery / Weighting: 23.5

Quality criterion - Name: Functionality / Weighting: 31.5

Quality criterion - Name: Technology / Weighting: 23.5

Quality criterion - Name: Social Value / Weighting: 10

Price - Weighting: 100

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2.14) Additional information

A Price per Quality Point (PQP) evaluation methodology was used where the PQP was calculated by dividing the Price by the Total Quality Score.

Section IV. Procedure

IV.1) Description

IV.1.1) Type of procedure

Competitive procedure with negotiation

IV.1.8) Information about the Government Procurement Agreement (GPA)

The procurement is covered by the Government Procurement Agreement: Yes

IV.2) Administrative information

IV.2.1) Previous publication concerning this procedure

Notice number: [2022/S 000-023129](#)

Section V. Award of contract

A contract/lot is awarded: Yes

V.2) Award of contract

V.2.1) Date of conclusion of the contract

10 October 2025

V.2.2) Information about tenders

Number of tenders received: 3

Number of tenders received from tenderers from non-EU Member States: 3

Number of tenders received by electronic means: 3

The contract has been awarded to a group of economic operators: No

V.2.3) Name and address of the contractor

Infosys Limited

Electronics City, Hosur Road,

Bangalore

560100

Email

ukps@infosys.com

Country

India

NUTS code

- IN - India

National registration number

FC020086

Internet address

<http://www.infosys.com>

The contractor is an SME

No

V.2.4) Information on value of contract/lot (excluding VAT)

Initial estimated total value of the contract/lot: £1,700,000,000

Total value of the contract/lot: £1,172,968

V.2.5) Information about subcontracting

The contract is likely to be subcontracted

Value or proportion likely to be subcontracted to third parties

Proportion: 64 %

Short description of the part of the contract to be subcontracted

HCM SaaS Solution Provider, SaaS Platform provider; Consulting Services; Solution Security.

Cloud & Data stack tools for data migration & Identity Access Management.

Programme Management Office, User Adoption & Organisational Change Management.

Security Product & Service Partner.

Data Archival Solution.

IT Service Management solution.

Welsh Language Translator.

Hardware assets decommission.

Section VI. Complementary information

VI.3) Additional information

i. User organisations of the existing ESR service are mainly NHS Trusts and Bodies. Future scope may widen to include other organisations delivering Primary Care and health and social care pursuant to the Health and Social Care Act 2012, the Health and Care Act 2022 and any successor legislation

ii. Pre-Tender Market Engagement was conducted for this procurement - Find a Tender Service Notice references:

2022/S 000-010156

2022/S 000-008651

2022/S 000-003477

2021/S 000-026774

2021/S 000-015879

VI.4) Procedures for review

VI.4.1) Review body

NHS Business Services Authority

Stella House, Goldcrest Way

Newcastle Upon Tyne

NE15 8NY

Email

commercialserviceteam@nhsbsa.nhs.uk

Country

United Kingdom

Internet address

<https://www.nhsbsa.nhs.uk/>

VI.4.3) Review procedure

Precise information on deadline(s) for review procedures

In accordance with regulation 87 of the Public Contracts Regulations 2015, the Authority observed a ten (10) calendar day standstill period following notification of the Authority's decision to award the contract. This provided time for unsuccessful tenderers to challenge the award decision prior to the contract being entered into.

The Public Contracts Regulations 2015 provide remedies under statute for aggrieved parties.