

BOARD PAPER - NHS ENGLAND

Title: Transforming Primary Care Support Services

From: Karen Wheeler, National Director: Transformation and Corporate Operations

Purpose of Paper:

- To provide a summary of the progress on the procurement of the Primary Care Support (PCS) Services.
- To update the Board on the action taken to address business continuity issues and to realise efficiencies within the service.

Actions for the Board:

- Recognise the continued commitment of the PCS Services staff.
- Confirm they are content with the progress on the procurement and the stabilisation of PCS Services.

Transforming Primary Care Support Services

Background

1. Primary Care Support (PCS) services are currently delivered by approximately 1,800 staff currently working in 38 NHS England locations and a variety of third party supplier sites. The services cover a range of critical functions for patients and for primary care contractors, and are currently provided by a mixture of in-house and outsourced providers.
2. The services were transferred to NHS England in April 2013 with an understanding that, in line with all other functions, they would be subject to a 40% reduction in management costs by April 2014.

Procurement Update

3. The Outline Business Case was approved in November 2014 and soon after the advert for the procurement was placed in the Official Journal of the European Union (OJEU). The advert was placed as a framework with an upper estimated limit of £1bn, thereby allowing for other interested NHS organisations to call off services from the framework at a later date. The figure of £1bn represents an upper limit and not a commitment to spend.
4. The procurement was open to any supplier, and interested suppliers were requested to respond to a Pre-Qualification Questionnaire (PQQ). The PQQ asked a number of questions including financial health, experience of undertaking similar contracts, approach to staff transition, the approach to transformation and maintaining a high quality service.
5. Responses to the PQQ were evaluated by a team comprising members from the Stakeholder Group, PCS Services staff, and subject matter experts from within the programme and more broadly from across NHS England. The evaluation was independently moderated and the short list was presented to the PCS Services Programme Board on 19 December 2014.
6. NHS England released a press statement on 9 January 2015 naming the shortlisted suppliers:
 - Capgemini working with South East CSU (SECSU)
 - Equiniti
 - Capita working with Anglia Community Enterprise (ACE).
7. The shortlisted suppliers will be submitting final bids in February 2015. It is expected that the Award of Contract will take place in May 2015.

PCS Services Operational Management

8. Throughout the programme, there has been significant engagement with staff and trade unions. A formal consultation was launched with staff on 18 December 2014 to discuss the changes to the PCS Services required to ensure business continuity, the out-of-scope services plan and to allow for changes in service to optimise use of the Voluntary Redundancy (VR) which was launched just before Christmas.
9. PCS Services staff have throughout this process continued to provide high quality support services to our primary care contractors.
10. In November 2014, a national Operations Management Team (OMT) was established to manage the Primary Care Support Services operation under the umbrella of the programme. For the first time, this has put the management of the PCS Service into a national model, which more easily allows service changes to be implemented in readiness for transfer to a new supplier. These changes include:
 - Collecting detailed information on the services.
 - Implementing changes which bring services into a consistent operating model.
 - Sharing and roll-out of best practice improvements.
11. The OMT has a number of pressing continuity issues which will result in the re-configuration of some services. We have already had to close sites in the South and in Midlands and East because leases could not be renewed. This has also facilitated significant efficiencies. We expect there will be more site closures, which will facilitate further efficiencies and release of more staff on VR, before the service is handed over to the new supplier.
12. The OMT also has responsibility for managing the changes to services which are out of scope of the procurement. This work will ensure that such services are transferred to new arrangements before March 2015. This plan is currently being consulted on with staff and their trade union representatives.

Conclusion

13. The procurement work remains on track, as does the work to further improve and stabilise current services. That work will include further service changes will help deliver efficiencies and enable staff to leave on VR.
14. We remain committed to continuing robust and transparent consultation with national, regional and local trade union representatives and our staff, and we continue to benefit from proactive and positive partnership arrangements with trade union representatives and staff. We will continue to release new information when this becomes available as we have done since we launched

consultation in December 2014 using the intranet, direct communications and face to face meetings.

15. The staff support and personal development programmes we have put in place to support staff make decisions about their future, plan for retirement or apply for new posts will continue.
16. We believe these arrangements are sufficient to assure the Board that, while the programme continues to be challenging, both the programme and operational service delivery are being managed effectively.

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