

## **Shared Services Connected Limited (SSCL) Proposals**

**This is a Supplementary Paper to the: Update of Formal Consultation on the Proposed Transformation of the Primary Care Support (PCS) Services which commenced on 11th November 2013.**

### **Background to the proposal:**

In December 2013, NHS England received a proposal from Shared Services Connected Limited (SSCL) to provide all Primary Care Support services in England. SSCL is a Cabinet Office joint venture with Steria Ltd. Under this proposal the Primary Care Support Services would be delivered by NHS Shared Business Services ("NHS SBS") as a subcontractor to SSCL.

NHS England asked the programme team to explore this proposal as, on the surface, it met the future PCS service financial and performance requirements. As part of the investigation process it also asked the independent audit firm, KPMG, to carry out a due diligence review of the SSCL proposals. Since the initial approach NHS England has received a number of revised proposals from SSCL and the latest of these was received on 12 March 2014.

### **Keeping staff and the trade unions informed:**

On 28<sup>th</sup> January the National Partnership Forum PCS Executive Group were informed that NHS England had received an unsolicited proposal from Shared Services Connected Limited (SSCL) to provide Primary Care Support services nationally. SSCL is a Cabinet Office joint venture with Steria Ltd, a private sector partner, formed in November 2013. The news of the SSCL proposals was released to staff on 31<sup>st</sup> January 2014.

In line with all proposals, the Board requested a full assessment of the SSCL proposal to judge the impact on staff and whether it could deliver safe, efficient PCS services in the future. This is currently undergoing a due-diligence review by KPMG. If deemed to be viable the SSCL proposal will also be considered alongside the regional options business case.

As the SSCL assessment process may prove that the proposal is not possible or viable, the current consultation process on the regional options will continue to ensure that staff, Trade Unions and our partners can give their views and help shape the future.

NHS England believes that it is now appropriate to share as much of the details of the SSCL proposals with staff as it can with the caveat that not all the information can be shared for reasons of market sensitivity and confidentiality.

It is envisaged at this stage that if the contract is awarded to Shared Services Connected Limited that NHS England staff would be subject to a TUPE transfer and become employees of NHS SBS.

NHS England will continue to request further clarification and information from SSCL as to the details of its proposals to share with staff but at the present time there will be no consultation between NHS England management, trade unions and staff until there is a legal requirement to do so in the event that the NHS England Board recommends that negotiations start with SSCL to provide PCS services subject to meeting the requirements of TUPE.

Consequently, if the SSCL proposal was to be selected as the preferred option by the NHS Board for the development of the PCS Service, separate TUPE transfer consultations would be opened.

Some detail of the SSCL proposals are on the attached Appendix 1 below.

# **Appendix 1: Shared Services Connected Limited Proposal**

## **Summary of the proposed service from SSCL**

The following description is based upon a proposal dated 12 March 2014 which was received from Shared Services Connected Limited (“SSCL”). This information is provided for the purposes of information only at this stage and is being shared with staff and other stakeholders. The proposal is still undergoing a detailed assessment and may be subject to alteration.

### **Background:**

The regions’ proposals for Primary Care Support services assume the renegotiation of existing outsourced contracts. As part of assessing these, discussions began with NHS Shared Business Services (a Department of Health joint venture with Steria Ltd) as they hold a number of these contracts to deliver Primary Care Support services.

In December 2013, NHS England received a proposal from Shared Services Connected Limited (SSCL is a Cabinet Office joint venture with Steria Ltd which was publicly procured under a negotiated procedure further to an OJEU notice issued by the Cabinet Office in 2013) to provide all Primary Care Support services in England. NHS England asked the programme team to explore this proposal as on the surface it offered value for money. As part of the due diligence to explore the option we have received a number of revised proposals. We believe it is now appropriate to share some of the details with staff. A revised proposal was received on 12 March 2014.

Under this proposal the Primary Care Support Services would be delivered by NHS Shared Business Services (“NHS SBS”) as a subcontractor to SSCL. The service would be based on a consistent set of policies and practices across England and would seek to adopt best practice demonstrated across the country. It is envisaged at this stage that if the contract is awarded to Shared Services Connected Limited that NHS England staff would be subject to a TUPE transfer and become employees of NHS SBS.

### **Future Operations:**

SSCL has indicated that it would build on the NHS SBS existing sites in the South, Central and London regions and establish new bases in the North. Their business model would be similar to that currently operated in the South-West of England. This proposal would therefore result in the closure of a number of current NHS England PCS sites.

Our current understanding is that should SSCL be selected, NHS SBS would consult with all affected employees as early as possible in line with their obligations under the Trade Union and Labour Relations (Consolidation) Act 1992, the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 and other related legislation. Proposals for the final workforce, details and locations would be shared as soon as possible as part of this consultation.

The proposal sets a number of general locations and the following staff numbers by those regions/sites. These have not yet been finalised and will be subject to ongoing discussion.

Hub	Office	Current	Addn	Total	Current WTE inc agency	Current SBS WTE	Total WTE	Reduction in WTE
SOUTH	NHS SBS Gloucester	8	9	17				
	NHS SBS Devizes	14	0	14				
	NHS SBS Ferndown	11	9	20				
	NHS SBS Exeter	26	0	26				
	NHS SBS St Austell	11	0	11				
	South New SBS Site(s)	0	148	148				
	<b>Total</b>	<b>70</b>	<b>166</b>	<b>236</b>	338	70	408	(172)
CENTRAL	NHS SBS Derby	51	38	89				
	NHS SBS Leicester	14	17	31				
	Central New SBS Site(s)	0	79	79				
	<b>Total</b>	<b>65</b>	<b>134</b>	<b>199</b>	274	65	339	(140)
NORTH	NHS SBS Leeds	21	0	21				
	North New SBS site(s)	0	220	220				
	<b>Total</b>	<b>21</b>	<b>220</b>	<b>241</b>	661	21	682	(441)
LONDON	NHS SBS Stratford	50	41	91				
	London New SBS Site(s)	0	88	88				
	<b>Total</b>	<b>50</b>	<b>129</b>	<b>179</b>	304	50	354	(175)
CROWN	TBD	4	49	53				
	<b>Total</b>	<b>4</b>	<b>49</b>	<b>53</b>	0	4	4	49
<b>Desk totals UK (WTE)</b>		<b>210</b>	<b>698</b>	<b>908</b>	<b>1,577</b>	<b>210</b>	<b>1,787</b>	<b>(879)</b>
INDIA	NHS SBS India	21	42	63				
	<b>Total</b>	<b>21</b>	<b>42</b>	<b>63</b>	0	21	21	42
<b>WTE total</b>		<b>231</b>	<b>740</b>	<b>971</b>	<b>1,577</b>	<b>231</b>	<b>1,808</b>	<b>(837)</b>

SSCL has stated that it will work to a joint accommodation strategy with NHS England and discussions will be had in respect of which current PCS sites could be retained. In addition, SSCL have stated they are committed to minimising redundancies.

A small proportion of posts will be further sub-contracted to an NHS Shared Business Services delivery partner (Crown). Other functions may be considered for being off-shored to NHS SBS's existing operations in India; this element is still to be agreed.

The proposal sets out a five month transition programme based on NHS SBS's track record and experience of transitioning Primary Care Support Services and ensuring a focus on business continuity.

Work is ongoing to ascertain the impact of the proposal on staff and to assess if the proposal will deliver safe, efficient Primary Care Support Services

The board will be provided with additional information in May. Staff will also be updated as the due diligence concludes.

The additional work will also ascertain the scope of the proposal from SSCL as it has potential to include some but not all of the non-core service. We will also be exploring how any excluded non-core services will be delivered.