

South East London 111 Procurement: Market Briefing

December 2025

Purpose

Overview:

- To share with you the journey we have been on regarding our 111 procurement
- To share our procurement timeline
- To provide an overview of our current model vs. the new model we are procuring
- To share the activity and the financial envelope for the procurement
- To share the contract framework for the procurement

Context and Background (1 of 2)

- Two and a half years ago, South East London (SEL) ICB began working on our 111 re-procurement, in anticipation of our current 111 service **contract expiring in March 2026**.
- During this time, SEL ICB **system partners worked together to develop a new model of care for 111** in the context of our vision and objectives around integrated community-based neighbourhood services with access to same day care.
- Starting in June 2023, **NHS England** began working on a review of 111 services across the country which included commissioning, contracting, workforce and service redesign. They advised they **were planning on issuing new commissioning guidance for 111 in 2024/25**.
- It was anticipated that NHS England **might include in the guidance a recommendation requiring ICBs to move to a regional call handling model for 111 services**.

Context and Background (2 of 2)

- Last winter, the guidance had yet to be issued and there was **a directive from NHS England to delay our 111 re-procurement** to await the guidance as it might impact our service model.
- SEL ICB Board met in December 2024 and recognised and acknowledged the significant work that had been undertaken and considered that from a planning and stakeholder engagement perspective, the **ICB was ready to procure in January 2025**.
- **However, the Board was mindful of the fact that national guidance had not been issued** around the future commissioning and provision of 111 services, alongside the development of the new NHS 10 Year Health Plan.
- Due to this, **SEL ICB Board took the decision to postpone the procurement by one year until January 2026** pending receipt of the national guidance, thereby ensuring a new SEL 111 model for the future was consistent with expected national outcomes.

National Guidance

- In July 2025, the 10 Year Health Plan was published and makes very **few references to 111**.
- Key areas detail **linking 111 to the NHS App**. For example, by 2028 it is expected that we will support more patients to book into an appropriate urgent care service via 111 or the App, before attending.
- In October 2025, the Medium Term Planning Framework was issued which highlights ICBs and providers must ensure patients are directed or conveyed to the most appropriate care for their urgent or emergency care needs which **requires fully utilising core services such as 111**.
- We have also seen the draft NHS England 111 guidance which was anticipated last year, which **does not include regional call handling nor highlight any significant changes to London's 111 service models**.

Procurement Timelines

- The current SEL 111 contract is due to expire on the 31st of March 2027.
- **Current timelines for the procurement:**
 - January 2026 – Issue Invitation to Tender
 - July 2026 – Award contract
 - July 2026 – March 2027 – Mobilise the service
 - April 2027 – New 111 service to start

Setting the Scene (1 of 2)

- South East London (SEL) consists of the **six London boroughs** of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark, with a total **population of almost 2 million**.
- Our SEL **population is growing** (circa. 4% every decade) and although population trends vary, there is an overarching trend of fewer children and young people and a **rapidly expanding older population**. Although Bexley and Bromley have the largest number of people over 65 years of age, the **largest predicated population growth in over 65s in the next 10 years will be in the boroughs of Southwark (39% increase), Lambeth (35% increase), Lewisham (33% increase) and Greenwich (31% increase)** .
- Deprivation levels vary across our six boroughs, however, **Lewisham, Lambeth and Southwark rank in the top third of the most deprived boroughs in London**. There are demonstrable **inequalities in Life Expectancy by deprivation**, with communities in the least deprived areas of SEL living between 4 and 9 years longer than people living in the most deprived areas. This inequality is greater among males than females.

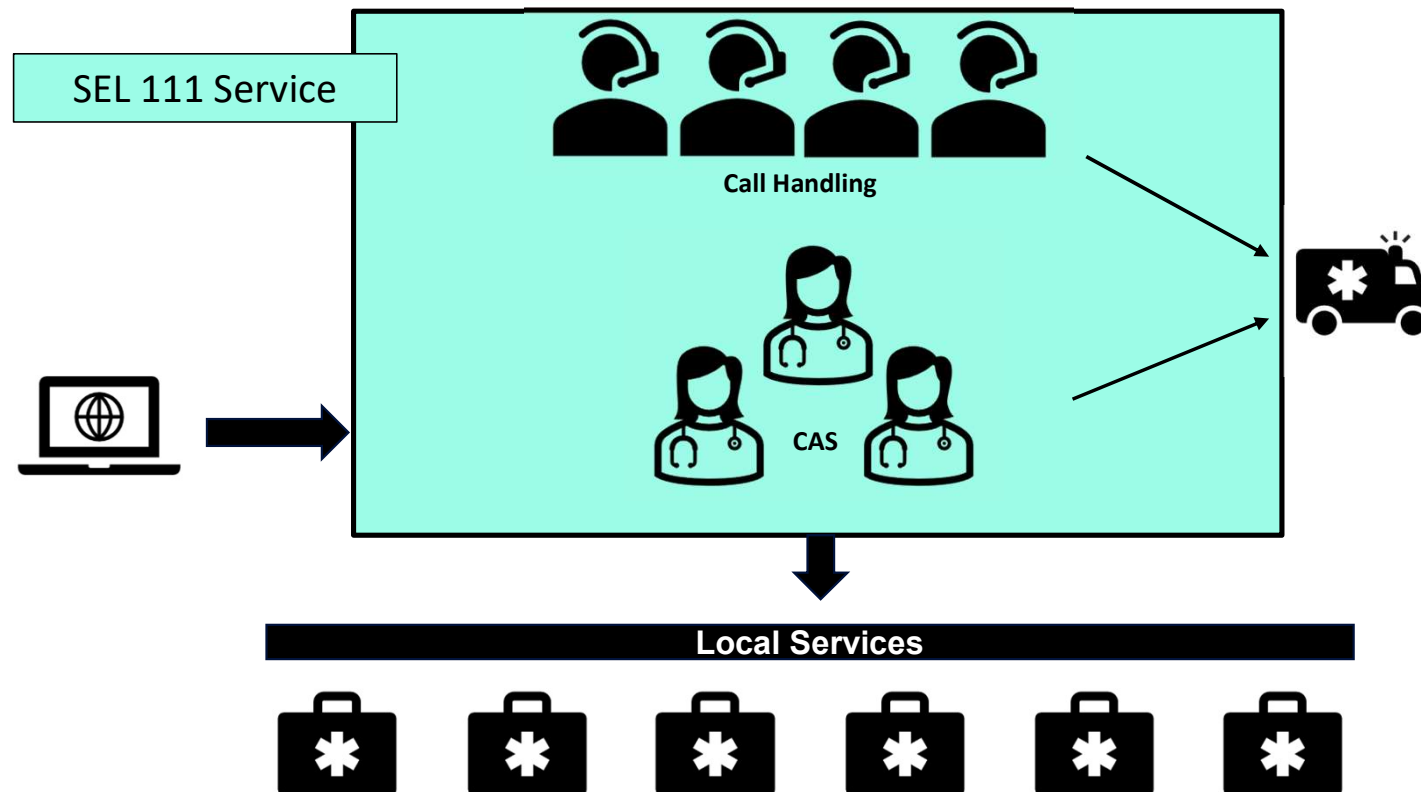
Setting the Scene (2 of 2)

- All NHS Organisations have been asked to prepare **integrated five-year plans to support transformational change**. The ICB role, as strategic commissioners, will be focused on improving population health outcomes, reducing health inequalities and improving access to consistently high-quality services.
- Much of this will be **achieved through our development of new integrated neighbourhood-based models**, including development of neighbourhood health centres.
- **We have set out a commitment to working in a more integrated way at the neighbourhood level**, and as part of that, are developing Integrated Neighbourhood Teams (INTs) to help balance the provision of consistent access and standards of local care. Our new 111 model highlights this transition to working in a more integrated way at the local level.
- **Our new model developed for the SEL 111 service, takes into consideration the ICB's plans for transformation to bring care closer to residents.**

Current SEL 111 Model

- Our 111 Integrated Urgent Care (111 IUC) Service has been in place since 2019.
- The 111 IUC service is available 24/7 and provides care to all in SEL. It is an integrated service with **call handlers and a Clinical Assessment Service provided in one service**.
 - The service currently **integrates via direct booking functionality** with GP practices, GP enhanced access hubs, GP Out of Hours services, Urgent Treatment Centers and has referral pathways into **over 2,500 SEL services listed on the Directory of Services**.
 - The SEL 111 IUC service also **integrates with 111 online** (receiving cases directly from 111 online into the Clinical Assessment Service) **and the 999 service** (with the ability to both dispatch ambulances and receive cases from the 999 service).
 - The SEL 111 IUC service also **provides advice and guidance to ambulance crews and other healthcare professionals** (care home staff, pharmacists, rapid response teams, etc.) 24/7, supporting professionals to make the most informed decisions.

Current SEL 111 Model Delivered 24/7



CAS = Clinical Assessment Unit

Future SEL 111 Model

The plan is to **separate out the 111 telephony service from the ‘traditional’ Clinical Assessment Service (CAS).**

Call Handling:

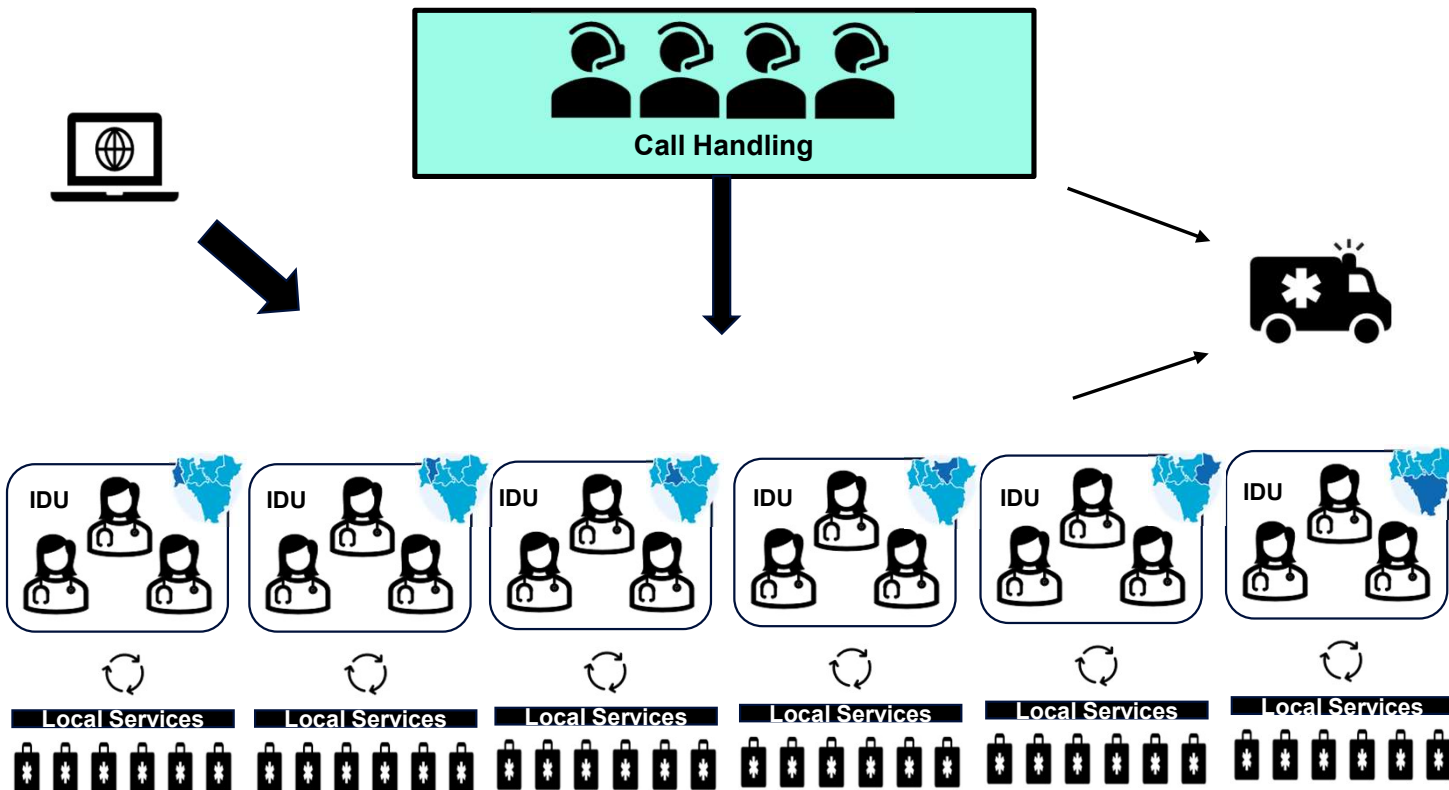
- The model would have a **111 call handling service that covers all 6 boroughs 24/7, 365 days a year.**
- The service will employ a small number of **Clinical Advisors to support call handlers with out of area callers** requiring clinical input.
- The service would **work closely with local Integrated Delivery Units (IDUs)**, who will take on the remit of the former CAS, amongst other things.
- The new service will be required to **improve upon current outcomes and patient experience.**

IDUs:

- The **IDUs will take on the previous 111 Clinical Assessment Service (CAS) functions.** This includes triaging same day care outcomes, revalidating Category 3 and 4 ambulances, revalidating Emergency Department outcomes, urgent Primary Care outcomes and other NHS 111 outcomes.
- It is anticipated that there will be **6 IDUs in hours (one per borough) and one IDU out of hours (covering all of SEL).**

Future SEL 111 Model

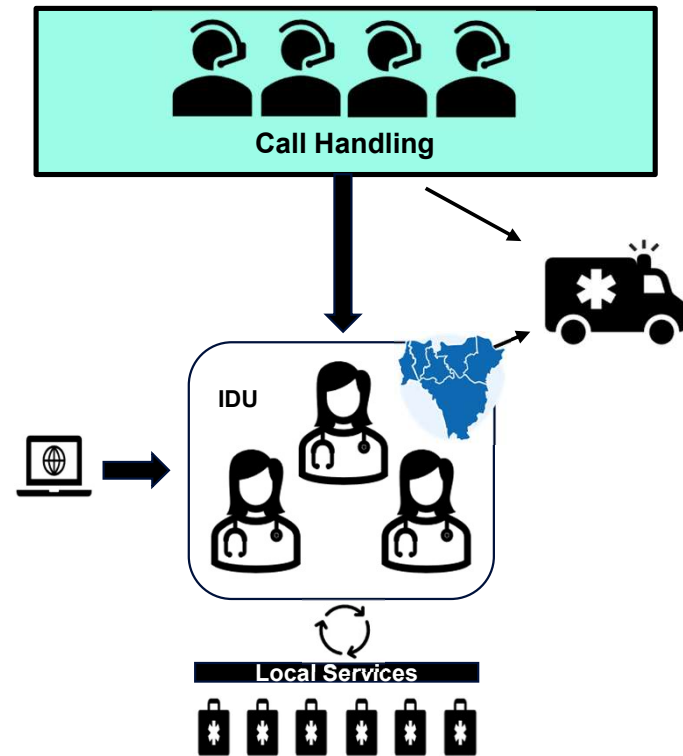
Monday – Friday 08:00 – 18:30



IDU = Integrated Delivery Unit

We are **collaborative** | We are **caring** | We are **inclusive** | We are **innovative**

Out of Hours



IDUs - Remit

The functions traditionally delivered by the 111 Clinical Assessment Service will be delivered by local Integrated Delivery Units (IDUs). The remit will be expanded slightly to offer **parity for 111 online users** and will include:

24/7

- Patients with a care plan
- Patients with a Special Patient Note (when relevant to their episode of care)
- Complex calls
- Frequent callers
- Category 3 and 4 ambulance dispositions
- Emergency treatment centre dispositions
- Home management dispositions
- All other 'Speak to a clinician from this service' dispositions not covered above e.g., Toxic ingestion / inhalation, chemical eye splash, failed contraception, refused dispositions
- Neonates (less than 4-weeks-old)
- Repeat prescription requests (if it has not been possible to refer these to a pharmacy e.g., controlled drug requests)
- Medication enquiries (if it has not been possible to refer these to a pharmacy)
- Speak to and contact primary care dispositions (if it has not been possible to refer these to a primary care service)
- Health information calls (if it has not been possible to refer these to an online source of information)
- Calls from 999 staff
- Calls from nursing and residential care home staff
- Calls from registered healthcare professionals

Out of hours only

- Urgent laboratory test results

Drivers for Change

Better experience for patients by:

- **Offering more holistic care** – patients being treated by local services with local institutional knowledge, expanding the range of services that patients can be referred onto, in line with Fuller’s recommendations.
- **Improving call back times** – This was a key theme in the feedback received via the 111 service redesign patient survey (407 responses, received between November 2023 and January 2024). Sharing the clinical workload between multiple Integrated Delivery Unit (IDU) providers will result in smaller, more manageable clinical queues.
- **Reducing the need for patients to call multiple times** – analysis of all SEL 111 calls made in 2024/25 showed 16% of calls were multiple calls made to 111 from the same number within 24 hours of the original call.
- **Giving parity to 111 online users** – ensuring patients using 111 online get offered a call back from a clinician for the same things that 111 callers would; in doing so, encouraging channel shift to digital services.
- **More efficient and effective use of 111 call handling and IDU services** – seeking innovation and new approaches to managing 111 demand to ensure the service remains sustainable in the face of workforce challenges.

Procurement Lots

- **The SEL 111 service will be procured under 8 Lots:**
 - 1 lot for a SEL 111 Call Handling Service
 - 6 lots for Borough Based In Hours IDUs (1 lot per borough)
 - 1 lot for a SEL Out of Hours (OOH) IDU
- In Hours is defined as:
 - 08:00-18:30
 - Monday to Friday (excluding Bank Holidays).
- OOH is all other times.
- Where there is more than one IDU provider covering the 24-hour period, the IDU providers will need to operate an overlap period to allow each provider to complete the case load that they have received during their opening hours before the end of their service delivery hours rather than handing over to the incoming provider.
- The SEL 111 procurement will consist of 4 specification documents: Introduction and Overview, 111 Call Handling, IDU and Technical.

Contract Framework

- **Anticipated length of the contract:**
 - 3-year contract with a possible two-year extension.
- **Contract Value will be broken into two parts:**
 1. Core Payment – block arrangement, covering 90% of the maximum contract value
 2. Variable Activity Element – covering 10% of the maximum contract value
 - 10% cap and collar will apply (i.e. no further variable payment available above this threshold)

Activity Modelling: Forecast Annual Demand Per Lot



South East London

Lot Ref	Lot	2027/28 Call Handling Activity	2027/28 Clinical Activity
Lot 1	111 Call Handling	539,818	3,279
Lot 2	Bexley in hours IDU		11,291
Lot 3	Bromley in hours IDU		15,922
Lot 4	Greenwich in hours IDU		15,854
Lot 5	Lambeth in hours IDU		17,104
Lot 6	Lewisham in hours IDU		18,833
Lot 7	Southwark in hours IDU		17,518
Lot 8	SEL OOH IDU		185,663
	Total Activity	539,818	285,464

For a detailed breakdown of forecast monthly and average hourly demand, please see the Excel file published with this briefing.

Draft Financial Envelope

Activity assumed at Plan Levels

	Year 1 (2027/28)	Year 2	Year 3	Year 4	Year 5	Year 1-5 Total
	Envelope (£000s)	Envelope (£000s)	Envelope (£000s)	Envelope (£000s)	Envelope (£000s)	Envelope (£000s)
Lot 1: Call Handling	£ 11,005	£ 11,112	£ 11,221	£ 11,331	£ 11,442	£ 56,112
Lot 2: IDU - In Hours - Bexley	£ 333	£ 336	£ 340	£ 343	£ 346	£ 1,698
Lot 3: IDU - In Hours - Bromley	£ 470	£ 474	£ 479	£ 483	£ 488	£ 2,394
Lot 4: IDU - In Hours - Greenwich	£ 468	£ 472	£ 477	£ 481	£ 486	£ 2,384
Lot 5: IDU - In Hours - Lambeth	£ 505	£ 509	£ 514	£ 519	£ 524	£ 2,572
Lot 6: IDU - In Hours - Lewisham	£ 556	£ 561	£ 566	£ 572	£ 577	£ 2,832
Lot 7: IDU - In Hours - Southwark	£ 517	£ 522	£ 527	£ 532	£ 537	£ 2,634
Lot 8: IDU - Out of Hours - SEL	£ 7,101	£ 7,170	£ 7,239	£ 7,309	£ 7,380	£ 36,199
SUB TOTAL: LOTS 2 - 8 - IDU	£ 9,948	£ 10,044	£ 10,142	£ 10,240	£ 10,340	£ 50,714
TOTAL	£ 20,952	£ 21,157	£ 21,363	£ 21,572	£ 21,782	£ 106,826

This is subject to sign off by the ICB and may change.

Any Questions?

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