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Award

Consultancy for Primary and Community Care Strategy Development for Hywel Dda University Local Health Board

NHS Wales Shared Services Partnership-Procurement Services (hosted by Velindre University NHS Trust)

UK5: Transparency notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-085533

Procurement identifier (OCID): ocds-h6vhtk-05fbe2 ([view related notices](#))

Published 22 December 2025, 3:56pm

Scope

Reference

P0441 - HDD-DIR-(25-26)-01

Description

Primary Care services within Hywel Dda UHB are delivered through a network of GP surgeries, community pharmacies, dental practices, optometrists, and community teams. These services are organised into seven Clusters that bring together a range of professionals to meet the needs of their communities. The aim is to provide accessible, coordinated care that supports people to stay well, manage long-term conditions, and access the right care at the right time. Primary Care teams work closely with social care, voluntary sector organisations, and other partners to deliver services that are responsive to local needs and focused on improving health outcomes.

The organisation is currently at a key stage in its strategic development, following a concerted programme of stakeholder engagement, a review of national and international best practice, and a review of current issues facing Primary Care and Community

Services.

Following a mid-point review of the programme it has been determined that engaging external facilitation services will provide an impartial voice, enable engagement on improving culture and partnership working practices and augment HDUHB with the resources required to help lead the conversations necessary to improve culture and practice, partnership relationships and actionable cluster based action plans and lead to a quicker more positive transformational change process.

Scope of Requirement

Engagement Activities and Timelines:

Activity Timeline

Review of all key documents and identification of relevant examples January 2026

One-to-one interviews with key stakeholders (approx. 5 per cluster) January 2026

Series of action-oriented workshops with cross-organisational teams focusing on culture and practice January - February 2026

Strategic plan workshops with senior leadership February – March 2026

Stakeholder engagement workshops/focus groups March 2026

Draft and consult and deliver seven cluster based strategic plans April 2026

Target Audience:

HDUHB operational teams, Primary care Contractors, HDUHB leadership team, previously engaged stakeholders as appropriate.

Expected Outcomes:

- Seven Cluster-based Action plans that deliver the priorities and ideas developed to date.
- Improved culture and practice between Primary Care contractors, Community Service teams, and the Health Board's Secondary Care services.
- A robust Governance plan to ensure the delivery of the seven Cluster-based action plans, including organisation/partnership structure and finance delegation plan, that aligns with the Health Board governance and structure.

Due to the niche expertise required and the need for historical knowledge about the Health Board processes and policies, a decision has been made to publish a Transparency Notice in order to direct award the contract to NAPC SERVICES LIMITED due to absence of suitable alternative and the need for continuity in strategic facilitation in NHS Wales.

NAPC possesses specialist, nationally recognised expertise in facilitating strategic, multiagency

partnerships across health systems. Their proven track record includes direct engagement with Chief Executives from all seven Welsh Health Boards and national bodies such as Public Health Wales, HEIW, DHCW, and NHS Wales Shared Services Partnership. NAPC has played a pivotal role in shaping integrated neighbourhood care models and strategic planning for the future of NHS Wales, to assist in developing a vision and strategy for the next 10 years, having reflected on the challenges and potential solutions for NHS Wales, so that it can transform to meet those challenges. NAPC has also facilitated the Welsh CEO Forum and HEIW leadership workshops, expanding further the knowledge and understanding of how they can drive the changes required to guarantee consistency of approach.

Their deep-rooted involvement in system-level transformation across regions such as Dorset, South Yorkshire, and North Central London, combined with their unique position as trusted mediators and conveners of senior-level consensus, makes them uniquely qualified. This specialist capability is not readily available in the market, justifying a direct award under via Transparency notice under Procurement Act 2023 due to the absence of suitable alternatives and the need for continuity in strategic facilitation in NHS Wales, so

that the Health Board's requirement can be delivered at pace

Contract 1. Consultancy for Primary and Community Care Strategy Development for Hywel Dda University Local Health Board

Supplier

- NAPC Services Ltd

Contract value

- £120,190 excluding VAT
- £144,228 including VAT

Above the relevant threshold

Earliest date the contract will be signed

7 January 2026

Contract dates (estimated)

- 8 January 2026 to 30 April 2026
- 3 months, 24 days

Main procurement category

Services

CPV classifications

- 79000000 - Business services: law, marketing, consulting, recruitment, printing and security

Contract locations

- UKL14 - South West Wales

Other information

Description of risks to contract performance

Dependency on Key Personnel:

The success of strategic facilitation relies heavily on the involvement of experienced

NAPC facilitators who have established relationships with NHS Wales stakeholders. Any unavailability or change in key personnel could disrupt continuity and affect the quality of engagement.

Stakeholder Alignment and Engagement:

The contract's effectiveness depends on active participation and alignment among senior leaders across Health Boards and national bodies. Limited engagement or conflicting priorities among stakeholders could hinder progress and dilute the impact of facilitated

sessions.

Pace of Delivery:

The requirement to deliver strategic outcomes at pace introduces a risk of compressed timelines, which may affect the depth and quality of facilitation, particularly if unforeseen delays or scheduling conflicts arise.

Evolving Strategic Priorities:

NHS Wales' strategic direction may evolve during the contract period. If priorities shift significantly, there is a risk that the scope of facilitation may no longer fully align with emerging needs, requiring contract modification or additional support.

Contract Modification Constraints:

Only risks explicitly described in this notice can be used to justify future contract modifications. Any unforeseen changes not covered here may limit flexibility in adapting the contract to meet evolving requirements.

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Direct award

Direct award justification

Single supplier - unique work of art or performance

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partnerships across health systems. Their proven track record includes direct engagement with Chief Executives from all seven Welsh Health Boards and national bodies such as Public Health Wales, HEIW, DHCW, and NHS Wales Shared Services Partnership. NAPC has played a pivotal role in shaping integrated neighbourhood care models and strategic planning for the future of NHS Wales, to assist in developing a vision and strategy for the next 10 years, having reflected on the challenges and potential solutions for NHS Wales, so that it can transform to meet those challenges. NAPC has also facilitated the Welsh CEO Forum and HEIW leadership workshops, expanding further the knowledge and understanding of how they can drive the changes required to guarantee consistency of approach.

Supplier

NAPC Services Ltd

- Public Procurement Organisation Number: PLVZ-7393-MVMQ

167-169 Great Portland Street

London

W1 W5PF

United Kingdom

Email: finance@napc.co.uk

Region: UKI32 - Westminster

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

Contract 1. Consultancy for Primary and Community Care Strategy Development for Hywel Dda University Local Health Board

Contracting authority

NHS Wales Shared Services Partnership-Procurement Services (hosted by Velindre University NHS Trust)

- Public Procurement Organisation Number: PXWV-6492-CGMN

4-5 Charnwood Court,

Cardiff

CF14 3UZ

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Website: <http://nwssp.nhs.wales/ourservices/procurement-services/>

Region: UKL22 - Cardiff and Vale of Glamorgan

Organisation type: Public authority - sub-central government