

Written evidence submitted by Capita plc.

Supplementary answers following appearance at the Defence Select Committee on Tuesday 16th January 2024

Capita to check how GPs are incentivised to provide medical records for prospective recruits.

The original methodology for gaining data from GPs was via a questionnaire. Capita paid £65 for each returned questionnaire. As of Summer 2023, Capita have now converted all streams to Primary Health Care Records (PHCR)/ GP reports as this is easier for a doctor's surgery to expedite. As such, Capita have standardised our approach to purchase candidate GP reports. This was based on the historical BMA guidelines, which recommended GPs charged a private fee of £50 per PHCR report.

Capita can prepay for GP reports in advance of receiving them. This provides an incentive for reports to be returned more quickly. Moreover, Capita actively chase GP surgeries with a dedicated GP chase team. When GDPR legislation came into effect, SARs were considered given the time limits that GPs would be bound by but they were quickly discounted upon legal review.

Capita ask candidates to engage with the GP surgery, during the recruiter nurture calls. When Capita's GP chasing team is unable to expedite the return after three call attempts to the candidate's GP surgery then the candidate is engaged to chase.

Capita has considered offering a scaled fee structure based on report return times. In our experience and engagement with GPs, however, it would act as a disincentive given their priority is to their patient care and not to support job applications for patients in good health.

Capita is currently undertaking a PHCR extraction tool project to obtain electronic healthcare records through a common platform, which we believe will reduce PHCR return times based on our initial findings. We will be commencing a trial with two avenues: 1) PHCR Extraction tool and 2) using financial incentives to understand what drives GPs to return reports quickly.

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Question 20: Capita stated that “When you take the blended rate [ie Regular officers’ and soldiers’ recruitment figures ‘blended’ together] it is 95%.” Capita to provide evidence to support 95% claim.

The tables below shows that Capita had loaded to train 98-100% of soldier targets in the three years after the reset. The reason the recruitment figure for 2019-20 has been quoted as 95% is because the last training camps of 2019-20 were not held because of Covid - RPP had placed 100% of candidates for training.

	2019/2020*	2020/21**	2021/22	2022/23	2023/24	TOTAL
Army recruited						
Reg Soldier	95%	88%	98%	68%	70% F/Cast	84%
Target	9404	9867	6674	8217	6869	41031
Actual	8905	8729	6533	5555	4808	34530
Officer	94%	95%	95%	93%	101% F/Cast	96%
Target	766	730	719	610	644	3469
Actual	720	697	684	568	645	3314
Capita loaded to train						
Reg Soldier	100%	100%	98%	68%	70% F/Cast	87%
Officer	96%	95%	95%	93%	101%	96%
TOTAL					Average	92%

* Capita loaded 9,432 candidates ready to train v target of 9404 (over 100%). Covid then hit and the Army closed all training camps. 527 candidates Capita had loaded had not started training or had just started training and so were removed from the 9,432. New total = 8905 = 95%

** Original target was 9,867. We loaded to 8,729 and had further candidates to load. The Army decided to drop the target to 8,729. Contractually, Capita delivered 100% of target.

The Committee asked if the 95% target referred to by Mr Holroyd reflected the recruitment situation. Mr Holroyd referred to the first three years of the contract following the 2018 reset:

	2019/20	2020/21	2021/22	TOTAL
Army Recruited				
Reg Soldier	95%	88%	98%	94%
Target	9404	9867	6674	25,945
Actual	8905	8729	6533	24,167
Officer	94%	95%	95%	95%
Target	766	730	719	2,215
Actual	720	697	684	2101
TOTAL			Average	95%
Capita loaded to train				
Reg Soldier	100%	100%	98%	99%
Officer	96%	95%	95%	95%
TOTAL			Average	97%

Q42: Capita to send the Committee a detailed breakdown of recruitment against Service pinch point trades.

Three tables below set out the answers:

Role	RY20-21		
	Target	Actual	%
Technical Support Specialist	47	18	38%
Movement Controller	47	23	49%
Registered Mental Health Nurse	5	0	0%
Senior Adult Health Nurse	40	21	53%
Musicians	75	31	41%

Role	RY21-22		
	Target	Actual	%
Chef	124	105	85%
Environmental Health Technician	6	0	0%
Health Care Assistant	14	12	86%
Operating Department Practitioner (in Medical Corp)	7	3	43%
Registered Mental Health Nurse	4	0	0%

Role	RY22-23		
	Target	Actual	%
Chef	131	38	29%
Logistic specialists	225	58	26%
Postal and courier operative.	10	1	10%
HR Specialists	214	73	34%
Registered Mental Health Nurse	2	0	0%

Q78: Capita to provide the Committee with the female ‘drop-out’ figure through basic training.

This is not information held by Capita. Capita requested this information from the Army. The Army have noted that thus far in Training Year 23/24, female wastage in basic training sits at 21.4%, and male wastage sits at 22.5%.

Historically, Capita understands that male wastage in basic training is higher than female wastage.

Q87: Capita to provide a list of the principal medical reasons why potential recruits do not get through the recruitment pipeline.

Major reasons for medical exemptions during the recruiting year 22-23:

Number of candidates affected:	Reason/Cause/Explanation:
1011	<i>History of two episodes of depression</i>
890	<i>Other Anxiety Disorder</i>
687	<i>Two or more episodes of self-harm</i>
446	<i>Asthma or wheeze</i>
403	<i>Eye/eyesight related</i>
321	<i>Lower back pain</i>
267	<i>ADHD</i>
245	<i>Chronic knee pain (at least last 12 weeks)</i>
234	<i>Atopic Dermatitis/Eczema</i>
217	<i>Drug use</i>

20th February 2024