

**Reference:** FOI.ICB-2627/013

**Subject:** Externally Supported Functions or Services

*I can confirm that the ICB does hold some of the information requested; please see responses below:*

QUESTION	RESPONSE
<p>Could you please provide the following information regarding resource activity supported by Commissioning Support Units (CSUs) and/or consultancy providers for the last financial year (6 April 2024 to 5 April 2025):</p> <ol style="list-style-type: none"> <li>A list of functions or services supported externally rather than delivered in-house (e.g. procurement support, analytics, transformation, programme management, contracting, communications, digital, Project Management Office).</li> </ol>	<p>BNSSG ICB currently utilises the services of South Central and West Commissioning Support Unit (SCW CSU) for the following services. These are provided under an overarching Service Level Agreement for commissioning support and have not been procured through a framework, direct award, call-off of competitive tender process.</p> <p><b>Digital:</b></p> <p>Digital and Information Governance services for the ICB and for local GP Practices are currently provided by SCW CSU.</p> <p><b>HR:</b></p> <p>HR management and back of house operational functions are provided by CSCW CSU</p> <p><b>Procurement:</b></p> <p>SCW CSU also provide support to the ICB for procurement activities.</p> <p><b>Business Intelligence (BI):</b></p> <p>SCW CSU provides data analytics support to BNSSG ICB. In addition, the following services are also provided by external parties:</p>

	<p>Communications:</p> <ul style="list-style-type: none"> <li>• Communications work for the Intelligence Centre.</li> <li>• Children’s Community Health Services - engagement and co-production activity.</li> </ul>
<p>2. For each function or service:</p> <ol style="list-style-type: none"> <li>Whether support is provided by a CSU, a consultancy provider, or both</li> <li>The name(s) of the organisation(s) providing the support</li> <li>The route to market used (e.g. framework, direct award, call-off, competitive tender)</li> </ol>	<p><b>Digital/HR/Procurement/BI:</b> see above</p> <p><b>Communications:</b></p> <ol style="list-style-type: none"> <li>Consultancy</li> <li>Hood &amp; Woolf</li> <li>Competitive tender process</li> </ol> <p><b>Children’s Community Health Services:</b></p> <ol style="list-style-type: none"> <li>Agency</li> <li>Blue Lozenge Ltd</li> <li>Competitive tender process</li> </ol>
<p>3. Whether the Integrated Care Board has an agreed strategy, operating model, or policy that sets out:</p> <ol style="list-style-type: none"> <li>Which activities are intended to be delivered in-house</li> <li>Which activities are expected to be delivered via CSUs or external providers</li> </ol>	<p>BNSSG ICB is currently undergoing a programme of organisational change which will deliver the requirements set out in the Model ICB Blueprint published by NHS England and the associated move towards becoming a Strategic Commissioning organisation which will require a different approach to the way the ICB currently operates and the capacity within the organisation. BNSSG ICB is clustering with Gloucestershire ICB and will form a combined, streamlined workforce. CSUs will cease to exist from April 2027. BNSSG ICB has recently concluded a formal staff consultation about a proposed structure which will meet future needs. The outcome of the consultation is not yet known. The supply of services by external providers will continue to be a feature of the BNSSG ICB operating model.</p>

***The information provided in this response is accurate as of 13 May 2026 and has been approved for release by Rob Hayday, Chief of Staff for NHS Bristol, North Somerset and South Gloucestershire ICB.***