Reference: **FOI.ICB-2627/148**

Subject: **ICB commissioning, funding and local pricing process for new and innovative technologies**

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

QUESTION	**RESPONSE**
Scope of this request (please read first, to avoid misdirection) This request concerns the Integrated Care Board's own processes, as commissioner, for assessing, funding, and pricing new and innovative clinical technologies. To be precise about what I mean: In scope: the ICB's process for making commissioning and funding decisions on technologies that are new or innovative, including implantable devices; high-cost or specialised devices; novel diagnostics; digital health or Software as a Medical Device; and technologies that are subject to, or recommended by, NICE guidance (for example Technology Appraisals, Highly Specialised Technologies, Medical Technologies Guidance, Diagnostics Guidance, Interventional Procedures Guidance, or an Early Value Assessment). Also in scope is the ICB's process for agreeing local prices or variations to national prices under the NHS Payment Scheme, as set out below. Not the primary focus: routine medicines and formulary decisions taken through the Area Prescribing Committee or equivalent (please provide these only if the same route also governs the technologies described above). I am also not, in this request, asking to be redirected to provider Trusts; I am asking specifically about the decisions and processes that sit with the ICB as commissioner. Where responsibility for the above is split across more than one committee or group (for example a priorities, prioritisation or investment committee; a clinical policy or evidence-based interventions group; an individual funding request panel; or a new technology or horizon-scanning group), please provide the information for each relevant committee and identify which one owns which category.	
1. A copy of the current business case, funding request, or investment proposal template(s) used to seek ICB commissioning or funding of a new or innovative clinical technology as defined above.	Our current BNSSG Business Case template is enclosed. Please note that this is not unique to clinical technologies (i.e. generic business case across all services).

2. The name of the committee(s) or group(s) responsible for assessing and deciding the funding of new and innovative technologies, and confirmation of which committee owns which category (for example new devices and diagnostics; novel procedures; digital health or Software as a Medical Device; and individual patient funding requests).	Funding would be decided by individual teams who are responsible for the treatment - in line with our standing financial instructions (Standing Financial Instructions - BNSSG Healthier Together). Committee and reference group structures are in place to support this, however formal approval of investment beyond authority of individual officers is by our Board and other committees do not have formal delegated limits but act as an assurance function. Business cases are expected to go through our Executive Team Meeting and Finance, Performance and Quality Committee in this context.
3. The ICB's process, and any local policy, for implementing and funding NICE guidance, distinguishing between guidance that carries a statutory funding requirement (Technology Appraisals and Highly Specialised Technologies) and advisory guidance that does not (Medical Technologies Guidance, Diagnostics Guidance, Interventional Procedures Guidance, and Early Value Assessments).	Formulary inclusion and local funding is available for all NICE Technology Appraisal recommendations prescribing within 90 days of publication of the relevant NICE Technology Appraisal guidance. The funding of NICE Advisory guidance recommendations requires the development and local agreement of an associated business case as referred to in Qs 1 & 2 above.
4. The Terms of Reference for each relevant committee.	Board constitution - NHS Bristol, North Somerset and South Gloucestershire ICB Constitution - BNSSG Healthier Together **Finance, Performance and Quality Committee (FPQ) Terms of Reference** Finance, Performance and Quality Committee – Terms of Reference - BNSSG Healthier Together **Executive Team Terms of reference** – this is an operational management meeting and does not have formal terms of reference. Officers act within delegated limits in our standing financial instructions and scheme of delegation.
5. The membership of each relevant committee by role or job title, and the name or job title of the chair or responsible officer.	**Board** - Our Integrated Care Board - BNSSG Healthier Together **FPQ** – as per terms of reference in Q4.

	Executive team - Our Integrated Care Board - BNSSG Healthier Together
6. The meeting frequency of each relevant committee, the scheduled meeting dates for the current and forthcoming year, and the deadline for submission of papers ahead of each meeting. Please also confirm whether funding or investment proposals for new technologies are subject to an annual cut-off or submission window (for example one aligned to the annual operational planning or contracting round), or whether they may be submitted and considered in-year.	**Board** – meets on a bi-monthly basis, dates are available on our website **Finance, Performance and Quality committee** – we are currently reviewing the timing of meetings, but presently this meets bi-monthly on the 4th Tuesday of the month. The next meeting is 22nd of September. **Executive team meeting** – these generally meet weekly on a Wednesday There is no formal funding cut off unless funding source is a specific allocation from NHS England which might have specific timelines associated with it.
7. Any standard submission forms associated with the process (for example a funding request form, an individual funding request form, a business case template, or a supporting evidence template).	Please see business case template included in question 1 Exceptional funding requests (sometimes called individual funding requests) forms available here - Exceptional funding - BNSSG Healthier Together
8. Any evaluation, scoring, or prioritisation criteria used to assess submissions, and any financial thresholds or delegated authority limits that determine escalation to executive or Board approval.	No set universal approach or criteria, these would be tailored to individual circumstances
9. The policy or standard operating procedure governing the assessment and funding of new and innovative technologies.	The ICB does not have a policy or standard operating procedure.

10. The process by which the ICB agrees local prices, local variations, or local modifications under the NHS Payment Scheme (which replaced the National Tariff Payment System from 2023/24) for a new technology, device, or procedure that has no applicable national price, or where an existing national price does not reflect the cost of an innovative device. Please include: which committee or officer is responsible for such decisions; the evidence required to support a proposal; and whether proposals of this kind are subject to an annual cut-off or window (for example within the annual planning or contracting round) or may be submitted and agreed in-year.	The process by which the ICB agrees local prices, local variations, or local modifications under the NHS Payment Scheme will vary depending on the value of that change. Any contract change or procurement/contract award that is above £5m would need to go through relevant committees and the ICB Board. Any new technologies or services being considered will require a business case and agreed funding prior to any formal procurement – Provider Selection Regime for healthcare services and the Procurement Act 23 for Goods and Services.

The information provided in this response is accurate as of 18 August 2026 and has been approved for release by Cath Leech, Chief Finance and Corporate Services Officer for NHS Bristol, North Somerset and South Gloucestershire ICB.

BNSSG ICB Gateway Process – Gate 2 Documentation

<Title of Spending / Investment Proposal>

Outline Business Case (OBC) and Full Business Case (FBC)

<Date/Month>

<Version No>

Editorial/ Moderation Board

This Business Case should be the product of collaborative working between all stakeholders (particularly the Integrated Care Board and relevant provider colleagues) through an editorial or moderation board with the benefit that all partners have a clear link and commitment to the options, recommendations and/or analysis.

Review Date	Stakeholders	Role	Organisation/Provider	Suggestion/Recommendation

SRO:	
Programme Manager:	
Organisation:	

Version Control

Date	Version	Author	Revisions

Table of Contents

Outline Business Case (OBC)

SRO:	
Project Manager:	
Organisation:	

	Name	Signature	Date
OBC Prepared by:			
OBC Reviewed by:			
OBC Approved by:			

1.1 Strategic Outline Case (SOC) - Strategic and Economic Cases

<Revisit the Strategic Outline Case (SOC) and confirm that the short list options remain valid. This includes the case for change and spending objectives agreed in the strategic case section and the options appraised in the economic case section.>

1.2 Benefits appraisal

<Undertake benefits appraisal. All benefits should be recorded in the benefits register.>

1.3 Risk Assessment

<Undertake risk appraisal. Allowances for optimism bias should be reduced and replaced by measured risk (£). All risks should be recorded in the risk register.>

2. Commercial Case

2.1 Procurement Strategy and Route

<Describe the procurement strategy and route. Explain how the project's key outputs and activities will be procured in accordance with relevant procurement rules and regulations and any other relevant organisational policy.>

2.2 Service Requirements and Outputs

<Describe the required outputs - goods, services and works - that will be procured in relation to the recommended option.>

2.3 Risk Allocation

<Outline the potential risk apportionment. Identify how the service risks in the design, build, funding and operational phases of the project may be apportioned between organisations.>

2.4 Charging Mechanism

<Outline potential payment mechanisms. Identify how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s) and to tie down risks in the charging mechanism.>

2.5 Key Contractual Arrangements, Personnel Implications & Accountancy treatment

<Ascertain contractual issues and accountancy treatment. Describe how the procurement will be contracted and whether a standard or bespoke contract will be required. Explain any legal or personnel/workforce implications of the recommended option, if applicable, and how they will be managed.>

3. Financial Case

3.1 Prepare Financial Model and Financial Appraisals

<Provide the following:

- *A budget statement – which should be based on resource accounting and budgeting (RAB) principles and show the resource costs over the lifespan of the programme. For strategic initiatives, the budget will often comprise the forecast RAB financial statements of the whole organisation over a number of years.*
- *A cash flow statement – which should show the cash which will be spent on the lead option if it goes ahead. The existing spend (if any) and the additional spend should be shown separately.*
- *A funding statement – which should show which internal departments, partners and external organisations will provide the resources required. Where external funding is required, a written statement of support from the programme's stakeholders or commissioners is needed.*

The above should include the contingencies (in £s) necessary to ensure that there is sufficient financial cover for risks and uncertainties.

For large, significant and complex projects, a financial model of the proposed expenditure needs to be constructed.>

3.2 Capital and Revenue Requirements

<<Specify the capital and revenue consequences of the preferred option for the programme over the lifespan of the service and/or contract period. Detail how this compares with the original capital ceiling for the scheme (if any) and any shortfall in capital and revenue requirements (the 'funding gap'). This statement should also indicate the capital sum being requested and, ideally, that the organisation has sufficient income to meet the ongoing costs of the programme.>

3.3 Impact on Balance Sheet

<The impact on the organisation's balance sheet must be explained. This includes depreciation, impairment, and any contingent liabilities or capital changes.>

3.4 Impact on Income and Expenditure Account

<The impact of the organisation's income and expenditure account must be explained, if applicable.>

3.5 Overall Affordability and Funding

<A summary of the overall affordability and funding of the project must be provided, together with an assessment of how any shortfalls in available funding will be covered.>

3.6 Confirmation of Stakeholder Support

<This must be provided where other public sector organisations are funding the project's outputs and services.>

4. Management Case

4.1 Programme and Project Management Governance Arrangements

<Plan project management – strategy, frameworks and plans. Record the risk profile assessment (RPA) and the Senior Responsible Owner (SRO) for the project. Set out the governance arrangements, including key roles and responsibilities. Provide an outline of the project plan, including key milestones.>

4.2 Use of Specialist Advisers

<Specify what is required by way of external support: legal, technical and business expertise etc.>

4.3 Change and Contract Management Arrangements

<Plan change and contract management – strategy, frameworks and plans. Explain how change will be managed.>

4.4 Benefits Realisation Arrangements

<Plan benefits realisation – strategy, framework and plans. Complete the benefits register in accordance with HM Treasury Green Book guidance and attach to the business case. Confirm that the benefits register is an integral part of project management meetings.>

4.5 Risk Management Arrangements

<Plan risk management – strategy, framework and plans. Complete the risk register and attach to the business case. Confirm that the risk register is an integral part of project management meetings.>

9.6 Communication and Engagement Plan

<How will you communicate and engage with the relevant stakeholders? Summarise the project's communication and engagement plan.>

4.6 Project Assurance - Post Implementation and Evaluation Arrangements

<Plan project assurance and post evaluation – strategy, framework and plans. Set out the arrangements for project assurance. Specify the probable timescales for undertaking project implementation and post evaluation reviews, including Benefits Realisation, in line with the BNSSG Gateway Process.>

4.7 Contingency Arrangements and Plans

<Set out the contingency plans in the event of any delays or disruptions to anticipated services.>

Full Business Case (FBC)

SRO:	
Project Manager:	
Organisation:	

	Name	Signature	Date
FBC Prepared by:			
FBC Reviewed by:			

FBC Approved by:			

1. Strategic Case

<Revisit the Case for Change. Confirm that the case for change remains as set out in the Outline Business Case (OBC) and that the spending objectives for the project are specific, measurable, achievable, relevant and time constrained (SMART) for the purposes of post-project evaluation.>

2. Public Consultation (Remove section if Public Consultation not undertaken)

2.1 Overview of Consultation

2.2 Summary of Consultation Findings

2.3 Action from Consultation

2.4 Further Areas for Consideration

2.5 Continued Public and Stakeholder Engagement

3. Economic Case

<Revisit the OBC options. Confirm that the options identified in the OBC are still valid and their rankings remain the same. Detail procurement arrangements and evaluation of best and final offers (BAFO's). Provide a summary of the procurement process and prepare economic appraisals for each of the "short listed" service providers at the BAFO stage, which reflect "whole life cost", suitably risk adjusted.>

4. Commercial Case

<Set out the negotiated Deal and contractual arrangements Use the standard headings for the Commercial Case to document the negotiated Deal between the public sector and its choice of service provider. Please ensure that you contact the Contracting team when completing the Commercial Case. For Primary Care contracts: bnssg.pc.contracts@nhs.net ; MH contracts: bnssg.mh.contract@nhs.net ; Childrens/Community contracts: bnssg.communitycontracts@nhs.net ; Acute contracts: bnssg.acutecontracting@nhs.net.>

5. Financial Case

<Set out the financial implications of the deal. Use the standard headings for the Financial Case to document the affordability and fundability of the project and attach the financial appraisal for the scheme.>

6. Management Case

<Finalise project management arrangements and plans. Revisit the project management arrangements and plans outlined in the OBC and explain what has been agreed for the successful delivery of the project. Highlight any vacancies within the project delivery team and how it is intended to fill them.>

6.1 Change Arrangements and Plans

<Revisit the change management arrangements and plans outlined in the OBC and explain what has been agreed for the successful delivery of the project. Attach the latest version of the change management plan to the FBC.

6.2 Benefits Realisation Arrangements and Plans

<Revisit the benefits realisation arrangements and plans outlined in the OBC and explain what has been agreed for the successful delivery of the project. Attach the latest version of the benefits register to the FBC.>

6.3 Risk Management Arrangements and Plans

<Revisit the risk management arrangements and plans outlined in the OBC and explain what has been agreed for the successful delivery of the project. Attach the latest version of the risk register to the FBC. Include a contingency plan to manage the risk of service failure in the design, build and operational phases.>

6.4 Contract Management Arrangements and Plans

<Record the contract management arrangements and plans that have been agreed between the organisation and the supply side.>

6.5 Post-project Evaluation Arrangements and Plans

<Revisit the project assurance and post-project evaluation arrangements and plans outlined in the OBC and explain what has been agreed for the successful delivery of the project. Project assurance arrangements should include the use of Cabinet Office Gateways and other sources of assurance. Post evaluation arrangements should include the use of project implementation reviews (PIR) and post evaluation reviews (PER), including the use of Gateway 5 (Benefits Realisation).>

7. Project Assurance

<Undertake a review of the project’s ability to successfully deliver the agreed outputs and activities.>

8. Recommendations and Conclusion

<What is the recommendation of this business case to the decision-making body?>