

08/05/2026

NN-ICB/26-1568

Dear Requestor

Re: Freedom of Information Request

Thank you for your request for information, received on 10 April 2026, regarding resource activity supported by Commissioning Support Units and/or consultancy providers for the last financial year (6 April 2024 to 5 April 2025). We have processed your request in accordance with the Freedom of Information Act 2000.

Under the Freedom of Information Act 2000, public authorities are required to respond to requests for information within 20 working days. In response to your request, I can confirm that NHS Nottingham and Nottinghamshire Integrated Care Board does hold information relevant to your request.

Context

As part of the national direction of travel for the NHS, Commissioning Support Units (CSUs) are being abolished and functions historically delivered through CSUs are currently under review across Integrated Care Boards (ICBs) nationally. As a result, a number of services and support arrangements are in transition and future ICB operating models are still being developed.

Please find below our response to your request:

1. 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).

During the period requested, NHS Nottingham and Nottinghamshire ICB received external support in relation to aspects of a small number of corporate and commissioning support functions.

In many cases, these functions were delivered through a combination of in-house resource and external support arrangements rather than being wholly outsourced functions. Areas where external support arrangements were in place included human resources (HR), payroll, procurement, contracting and corporate information technology (IT).

2. For each function or service:
 - a) Whether support is provided by a Commissioning Support Unit, a consultancy provider, or both
 - b) The name(s) of the organisation(s) providing the support
 - c) The route to market used (e.g. framework, direct award, call-off, competitive tender)

The following external support arrangements were in place during the period requested:

- Elements of human resources (HR) support were provided by Arden and Greater East Midlands (GEM) Commissioning Support Unit (CSU). The arrangement was established via direct award.
- Payroll support was provided by NHS Shared Business Services (SBS). The service was procured through an NHS framework arrangement.
- Elements of procurement and contracting support were provided by Arden and GEM CSU. The arrangement was established via direct award.
- Corporate IT support was provided by Sherwood Forest Hospitals NHS Foundation Trust through a service level agreement (SLA) operating under existing NHS contractual arrangements.

3. Whether the Integrated Care Board has an agreed strategy, operating model, or policy that sets out:

a) Which activities are intended to be delivered in-house

The ICB is currently reviewing future operating arrangements as part of the transition towards merger with two other statutory ICB organisations. At present, the intention is that most functions will be delivered in-house through the future cluster ICB operating model.

b) Which activities are expected to be delivered via Commissioning Support Units or external providers

As CSUs are being abolished nationally, the ICB is currently assessing which services may continue to require external provision in the future. Final operating arrangements have not yet been agreed and, therefore, the ICB does not hold a definitive position at this stage.

It is expected, however, that Sherwood Forest Hospitals NHS Foundation Trust will continue to provide the ICB's corporate IT support.

If you are unhappy with the way in which your request has been handled, NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) has an internal review procedure through which you can raise any concerns you might have. Further details of this procedure can be obtained by contacting Lucy Branson, Director of Corporate Governance and Assurance via lucy.branson@nhs.net or by writing to FOI Team at NHS Nottingham and Nottinghamshire ICB, Sir John Robinson House, Sir John Robinson Way, Arnold, Daybrook, Nottingham NG5 6DA.

If you remain dissatisfied with the outcome of the internal review, you can apply to the Information Commissioner's Office (ICO), who will consider whether the organisation has complied with its obligations under the Act and can require the organisation to remedy any problems. Generally, the ICO cannot make a decision unless you have exhausted the complaints procedure provided by NHS Nottingham and Nottinghamshire ICB. You can find out more about how to do this, and about the Act in general, on the Information Commissioner's Office website at: <https://ico.org.uk/for-the-public/>.

Complaints to the Information Commissioner's Office should be sent to:

FOI/EIR Complaints Resolution, Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Telephone 0303 123 1113 or report a concern via <https://ico.org.uk/concerns/>.

Yours sincerely

Freedom of Information (FOI) Officer on behalf of NHS Nottingham and Nottinghamshire Integrated Care Board nnicb-nn.foi@nhs.net

All information we have provided is subject to the provisions of the Re-use of Public Sector Information Regulations 2015. Accordingly, if the information has been made available for re-use under the [Open Government Licence](#) (OGL) a request to re-use is not required, but the license conditions must be met. You must not re-use any previously unreleased information without having the consent of NHS Nottingham and Nottinghamshire Integrated Care Board. Should you wish to re-use previously unreleased information then you must make your request in writing (email will suffice) to the FOI Lead via nnicb-nn.foi@nhs.net. All requests for re-use will be responded to within 20 working days of receipt.