

NAO, previous Fol requests and other bodies<sup>2</sup>,<sup>3</sup>. According to industry data and surveys by various management consulting groups, the NHS remains the fourth largest market for external consultancy<sup>4</sup>



According to RCN data, consultancy spends on 'Foundation Trust applications', 'Market testing' and 'Provider separation' together adds up to 75% of all external consultancy spends. This equates