PURPOSE OF REPORT:

The purpose of the paper is to provide the Joint Commissioning Board with an update on the purpose and the updated governance arrangements for the GM Corporate Services Delivery Vehicle (CSDV).

The paper advises that the proposed governance will be different at Day 1 (the proposed soft launch) and April 2020, when formal transfer will take place.

The paper also includes a description of the proposed relationships between the CSDV, the customers, investors and the host.

The due diligence required for ELFS has now been completed, and this has been reviewed at the ELFS Board which took place on 31st May 2019.

This paper is being presented through all relevant governance for GMSS, ELFS and GM H&SCP, as follows:

- Theme 4 Executive Board – 30th May 2019
- ELFS Management Board – 31st May 2019
- GM H&SCP SMT – 4th June 2019
- Joint GM CFO and DoF meeting – 11th June 2019
- JCB – 18th June 2019
- PEB – 21st June 2019
- SRFT Board – TBC

With regards to the hosting process, packs have now been sent out to interested parties, with responses by 6th June. A panel meeting is scheduled on 14th June after which a decision will be made on the new host.
KEY ISSUES TO BE DISCUSSED:

Members of JCB are specifically reminded that the “Strategic Proposal for GMSS to transfer into the new CSDV” was discussed at CFOs in October 2018, and that it was subsequently approved at the JCB meeting in October 2018, that GMSS could transfer into the new CSDV. Until the formal transfer into the new CSDV and a new host is identified, it has been confirmed that NHS Oldham CCG would continue to host GMSS on behalf of the GM CCGs.

RECOMMENDATIONS:

The Greater Manchester Joint Commissioning Board is asked to:

- Note the update following previous JCB approval for GMSS to transfer into the new CSDV. Further discussions will take place with CFOs regarding widening investment opportunities
- Note that ELFS have agreed to be transferred into the new CSDV.
- Note the update regarding the hosting arrangements and endorse that NHS Oldham CCG will continue to host GMSS until 1st April 2020.
- Endorse the proposed governance arrangements from Day 1 (the proposed soft launch) and April 2020, when formal transfer will take place.
- Note the update with regards to the investment into the CSDV.

CONTACT OFFICERS:

Stephen Kennedy, Financial Strategic Lead, GMH&SCP
Stephen.kennedy5@nhs.net
SYSTEM ENGAGEMENT

Please complete the information below to outline the discussion with sectoral governance groups prior to submitting to the GM Joint Commissioning Board. If it is not appropriate / deemed necessary for a discussion with a particular group please state why.

PRIMARY CARE ADVISORY GROUP (PCAG)
Has the paper been discussed by PCAG? No
If no please outline the reason: This relates to Corporate Services and is therefore N/A.

PROVIDER FEDERATION BOARD (PFB)
Has the paper been discussed by PFB? No
If no please outline the reason: This paper does not need to progress to PFB for approval as this has being sought from JCB, Theme 4 Executive, SMT, PEB and the Provider DOFs meeting that reports into PFB directly.

WIDER LEADERSHIP TEAM (WLT)
Has the paper been discussed by WLT? Yes
Date of meeting: 4th June 2019
Key points to be fed into JCB:
- Subject to minor changes within the purpose paper, WLT have approved this paper and its onward assurance journey to PEB for final approval.

STRATEGIC PARTNERSHIP EXECUTIVE BOARD (PEB)
Has the paper been discussed by PEB? No
If no please outline the reason: It is scheduled to be discussed at the PEB on 21st June 2019.

GM CCG DIRECTORS OF COMMISSIONING (DOCS)
Has the paper been discussed by DoCs? No
If no please outline the reason: Delegated authority is through CFOs, however, DoCs have been updated on GMSS and the CSDV at previous meeting, and will be briefed periodically.

GM CCG CHIEF FINANCE OFFERS (CFOS)
Has the paper been discussed by CFOs? Yes
Date of meeting: 11th June 2019
Key points to be fed into JCB:
- CCG CFOs have been kept briefed on the progress made and were specifically updated on:
  o Progress to date;
  o Hosting arrangements;
  o Recruitment of the MD post;
  o Investment model; and
  o Next steps
- Specific discussion regarding widening the opportunity for other investors from both CCGs and outside GM will be explored.

GM LA HEADS OF COMMISSIONING (HOCS)
Has the paper been discussed by HoCs? No
If no please outline the reason: HoCs have not been briefed at this stage as the organisations proposed for transfer are not within the remit of HoCs
1.0  **BACKGROUND**

1.1. Since the outset of the Theme 4 Corporate Services programme, it has been envisaged that existing corporate services assets (specifically GMSS and ELFS) would be brought together to form a CSDV.

1.2. The reasons for bringing these assets together are:

- To deliver greater value for money to the health & social care system;
- To achieve a more co-ordinated approach to the delivery of corporate services; and
- To increase the resilience of the individual assets

1.3. It is also the intention that the existing Theme 4 Corporate Services will be “housed” within the CSDV.

1.4. For reference, the definition of Theme 4 Corporate Services in this document relates to the existing strategic services of the Corporate Services workstreams of Human Resources (HR), Finance and Procurement.

1.5. The GMHSCP team have undertaken an options appraisal on the organisational form of the CSDV and it has been concluded that an NHS-hosted vehicle was the preferred option. This approach has been approved and ratified by the Partnership Executive Board (PEB).

2.0  **CONTEXT AND PURPOSE OF THE CSDV**

2.1. Deliver a range of high-quality, resilient, competitively priced corporate services

2.2. Maintain the existing client base and to secure new clients and new revenue generating operating opportunities

2.3. Provide services to customers both inside and outside of the GM geography;

2.4. Ensure the investment is going to create value and deliver a return on investment in the future; and

2.5. Be self-sustaining where possible by providing services to itself and limiting the requirements from the host organisation

2.6. The vision is that the CSDV becomes a GM “public services asset” and is recognised as a trusted service provider across the NHS, local government, and other GM
public services. Whilst the majority of GMSS existing customers are GM based, a large proportion of ELFS existing customer base is outside of GM

3.0 TRANSITION OF GMSS AND ELFS INTO THE CSDV

3.1 LAUNCH OF CSDV

3.1.1 At the launch of the CSDV, no formal transition of GMSS and ELFS will be executed; this is anticipated to take place from April 2020 onwards. The key difference at the day one launch date will be the creation of a Shared Executive Leadership Team (SELT) who will provide leadership for the CSDV and oversee the management of GMSS and ELFS who will continue to operate as separate business units with their own management arrangements

3.1.2 Both GMSS and ELFS are expected to transition into the CSDV following the full launch in April 2020

3.1.3 A detailed transition plan is already in place for GMSS, following the approval for GMSS to transfer into the vehicle by JCB in October 2018, and this will also be developed for ELFS after a formal transfer has been ratified by the Salford Royal NHS Foundation Trust Board. Both of the transition plans referenced above will form part of the overall transition plan for the CSDV itself

3.1.4 It is intended that a Transition Programme Management Office (PMO) is established to support and manage the transition period on behalf of the SELT between day one launch and April 2020. This is not currently in place and will be developed in parallel with the host selection process

3.2 THE RECOMMENDED MODEL

3.2.1 At day one of the launch, the CSDV will have three business divisions, these are:

- GMSS;
- ELFS; and
- The strategic element of existing workstreams (excluding IM&T) within the Corporate Services (Theme 4) programme currently delivered by GMHSCP

4.0 THE BENEFITS FROM THE CREATION OF THE CSDV

4.1 The CSDV provides a ready-made platform for GM to add additional corporate service capabilities in the future. This may include;
• Services currently overseen by GMHSCP;

• IT capabilities that are required across GM for example the running of the Local Health and Care Record Exemplar project once in steady state; and

• Other service provision currently operating across GM

• The Corporate support is strong and represents VFM

• The proposed senior leadership team have strong relationships and influencing skills across GM stakeholders

5.0 RECOMMENDATIONS

5.1. The Joint Commissioning Board is asked to:

• Note the update following previous JCB approval for GMSS to transfer into the new CSDV. Further discussions will take place with CFOs regarding widening investment opportunities

• Note that ELFS have agreed to be transferred into the new CSDV

• Note the update regarding the hosting arrangements and endorse that NHS Oldham CCG will continue to host GMSS until 1st April 2020

• Endorse the proposed governance arrangements from Day 1 (the proposed soft launch) and April 2020, when formal transfer will take place.

• Note the update with regards to the investment into the CSDV
GREATER MANCHESTER CORPORATE SERVICES DELIVERY VEHICLE

PURPOSE AND UPDATED GOVERNANCE ARRANGEMENTS
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1.0 PURPOSES OF THIS PAPER

1.1. The aim of this document is to describe the purpose and governance arrangements of the Greater Manchester (GM) Corporate Services Delivery Vehicle (CSDV) and how this will be different at day 1 and at April 2020. The paper also includes a description of the proposed relationships between the CSDV, the customers, investors and the host.

1.2. The document is to provide context to the CSDV Target Operating Model (TOM) which includes additional detail.

2.0 DEFINITION

2.1. For reference, the definition of Theme 4 Corporate Services in this document relate to the existing strategic services of the Corporate Services workstreams of Human Resources (HR), Finance and Procurement. The existing Theme 4 IM&T workstream is assumed to move to the digital collaborative within the Greater Manchester Health and Social Care Partnership (GMHSCP). The Clinical Support Services workstreams of the Theme 4 Programme will also remain in the GMHSCP.

3.0 DESIGN PRINCIPLES

3.1. The design principles of the CSDV are included below:

- The anticipated launch date is xxxx and on day 1 the CSDV will operate in a shell form with one Shared Executive Leadership Team (SELT);
- The CSDV will have different relationships with its Customers, Investors and the Host. Where a customer is also an investor, nominated individuals from those organisations will be identified to perform relevant roles of customer and investor. There is also the potential that the host may hold all three roles. This will require an additional individual to represent the host with a separate remit;
- On day 1, the SELT will oversee the three separate divisions of: Greater Manchester Shared Services (GMSS), East Lancashire Financial Services (ELFS) and the existing Theme 4 strategic services (excluding IM&T);
- On day 1, each of the three divisions will be managed by their existing management and operational arrangements. Each division will be responsible for the delivery of its existing business plan and they will be accountable to the SELT;
- The existing arrangements for the three divisions in terms of location, infrastructure, provision of ledger will remain unchanged on day 1. A transition plan to describe the issues to be resolved for each of the three divisions will be developed. The transition plan will describe the activities for both the transferring and receiving hosts;
• By April 2020, it is anticipated that all services and infrastructure will have been transferred from existing hosts to the new host of the CSDV. Examples include the creation of a common ledger for the divisions and the harmonisation of policies and procedures between the divisions. It is also anticipated that the only Theme 4 services inside the CSDV by April 2020 would be related to the delivery of agreed initiatives;
• By April 2021, it is anticipated that the divisions will be working more closely together and with a catalogue of services that leverages the capabilities from all divisions.

4.0 CONTEXT AND PURPOSE OF THE CSDV

4.1. The fundamental purpose of the CSDV is to:
• deliver a range of high-quality, resilient, competitively priced corporate services;
• maintain the existing client base and to secure new clients and new revenue generating operating opportunities;
• provide services to customers both inside and outside of the GM geography;
• ensure the investment from Transformation Funding and NHS Trusts is going to create value and deliver a return on investment in the future; and
• be self-sustaining where possible by providing services to itself and limiting the requirements from the host organisation;

4.2. The vision is that the CSDV becomes a GM “public services asset” and is recognised as a trusted service provider across the NHS, local government, and other GM public services. Whilst the majority of GMSS existing customers are GM based, a large proportion of ELFS existing customer base is outside of GM.

4.3. At the launch of the CSDV, there will be three separate divisions, these are described in more detail in the next section.

5.0 DIVISIONS OF THE CSDV

5.1. At day 1 of launch, the CSDV will have three business divisions, these are:
• GMSS;
• ELFS; and
• The strategic element of existing workstreams (excluding IM&T) within the Corporate Services (Theme 4) programme currently delivered by GMHSCP.
5.2. The table below describes what the CSDV will look like on day 1, the transition arrangements and what each of the three divisions will deliver between day 1 and April 2020.

Table 1

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
</table>
| What does the CSDV look like on day 1? | - A shell organisation will be established with one SELT and it will be responsible for three divisions.  
- The divisions will operate independently of each other  
- The SELT will initially consist of three roles that that will be filled on a mixture of permanent and interim basis.  
- There will be a CSDV Executive Board that will report into the host organisation (for matters relating to hosting only)  
- Two sub-committees of the CSDV Executive Board will be established including: Customer engagement sub-committee and Investment sub-committee.  
- All staff designated place of work (DPOW) to remain unchanged  
- Ledgers to remain with existing hosts (e.g. Oldham CCG, Salford Royal NHS FT)  
- Operational locations (Ellen House, St James’ House, Failsworth, Darwen, Pennine Acute Hospital) to remain  
- All infrastructure to remain with existing arrangements (e.g. Oldham CCG, East Lancashire Hospitals NHS Trust) |
| What are the transition arrangements between day 1 and April 2020? | - All systems to be transferred from their existing hosting arrangements  
- All staff to have been transitioned into the CSDV  
- Creation of a ledger for the CSDV  
- Migration of data to an ESR instance for the CSDV  
- All roles on the SELT to be filled by permanent appointments  
- SELT and Executive Board to be meeting as per agreed frequency set out in the terms of reference |
| What will GMSS deliver between day 1 and April 2020? | The GMSS division will deliver on the agreed Business plan with a focus on:  
- Stabilisation of retained services (e.g. delivery of the agreed investment)  
- Improving the level of customer service and customer satisfaction  
- Implementation of year 1 of the IT strategy  
- Confirmation of TUPE arrangements and systems to be transferred  
- Development of growth opportunities within existing service portfolio, particularly within IT |
| What will ELFS deliver between day 1 and April 2020? | The ELFS division will deliver on the agreed Business Plan with a focus on:  
- Driving improvements in processes to reduce costs of services (e.g. delivery of the agreed investment) |
• Securing and extending client contracts due to expire in year
• Building a pipeline of future opportunities
• Development of a cash book and balance sheet

What will Strategic services of Theme 4 workstreams (exc. IM&T) deliver between day 1 and April 2020?
The T4 division will continue to deliver the strategic component (Analysis, opportunity quantification, business cases etc) of existing Theme 4 Projects and Programmes in accordance with agreed timescales with the Partnership Executive Board (PEB).
• Any projects within the Theme 4 programme that transition into implementation between day 1 and April 2020 may be delivered in the CSDV, this would depend on whether the CSDV is the most suitable for the delivery role

5.3. The divisions will be managed as separate business units on day 1 and the objectives of the divisions will evolve as the CSDV matures and grows. The business plans for the three divisions will describe the objectives.

5.4. The Business Plan for the CSDV will be the over-arching document which describes the objectives and plans for each of the divisions of the CSDV in more detail. It will also include the Transition Plan which describes the key issues that need to be resolved for each of the divisions from day 1 and in the first year.

5.5. Investment is required in order to create the infrastructure to support the launch of the CSDV. This investment is required so that the CSDV can develop and grow and also to support the transition of services between day 1 and April 2020.

5.6. An initial investment into the CSDV has been secured. The draw-down of the investment will take place at launch day.

6.0 LEADERSHIP AND MANAGEMENT OF THE CSDV AND DIVISIONS

6.1. The following section describes the anticipated leadership and management arrangements for day 1 of the CSDV launch. The leadership and management of the CSDV and the divisions are described separately in this section.

6.2. On day 1 of the launch of the CSDV, there will be one Shared Executive Leadership team (SELT). As a minimum, the CSDV leadership team will have the following roles:
  • Managing Director (MD)
  • Chief Financial Officer (CFO)
  • Chief Operating Officer (COO)

6.3. The SELT will be responsible for overseeing the three divisions of the CSDV which will be operating independently of each other and each with their own operational leadership. The creation of the CSDV SELT will not impact on the constitution of the existing leadership...
arrangements in the divisions of GMSS, ELFS and the T4 services – these are described later in this section.

6.4. On day 1, the roles of the CSDV SELT will be filled on a combination of permanent and interim basis. It is anticipated the roles will be filled from individuals within the three divisions of the CSDV who will have joint roles. Where the roles are held on an interim basis, a recruitment process for permanent roles will commence once the CSDV has been launched, it is expected this process could take up to 6-months but will be completed by April 2020 at the latest.

6.5. The key accountabilities of each role in the CSDV SELT are described in the TOM.

6.6. In year 1, the SELT will provide strategic direction for the CSDV and management of the overall business plan. The operational management of the business divisions – which will be operating independently of each other in the first year – will be the responsibility of the operational leadership teams for each division.

6.7. The SELT will be accountable to the CSDV Executive Board. The Executive Board will have seven roles:

- CSDV MD (Chair)
- CSDV CFO
- CSDV COO
- Host representative
- GMHSCP representative
- Independent representative(s) for “critical friend / challenge” (a minimum of 2 roles are anticipated)

6.8. The CSDV Executive Board will report into the Host organisation for items relating to hosting only. The terms of reference for the SELT and CSDV Executive Board are included in the TOM.

6.9. On day 1, the leadership and management of GMSS, ELFS and Theme 4 strategic services will remain the same.

6.10. The diagram below illustrates the anticipated management and governance arrangements on day 1.
6.11. The table below describes how the roles are expected to change between day 1 and April 2020.

**Table 2**

<table>
<thead>
<tr>
<th>Question</th>
<th>Day 1</th>
<th>April 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CSDV Board</strong></td>
<td>Members of the SELT and representative(s) from the Host organisation and GMHSCP. Independent roles to provide critical friend and additional challenge will also be included</td>
<td>• No change anticipated</td>
</tr>
<tr>
<td><strong>CSDV SELT</strong></td>
<td>There will be three roles:</td>
<td>• Roles will be reviewed in light of operational and strategic requirements</td>
</tr>
<tr>
<td></td>
<td>• Managing Director (MD)</td>
<td>• All roles to be filled on a permanent basis</td>
</tr>
<tr>
<td></td>
<td>• Chief Financial Officer (CFO)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Chief Operating Officer (COO)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• All roles filled on a mixture of permanent and interim basis</td>
<td></td>
</tr>
<tr>
<td><strong>GMSS &amp; ELFS</strong></td>
<td>• Management arrangements remain as is</td>
<td>• Roles will be reviewed in light of operational and strategic requirements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and subject to a formal consultation exercise.</td>
</tr>
<tr>
<td><strong>Strategic services of Theme 4</strong></td>
<td>• Existing programme team and workstreams to report directly to</td>
<td>• Current contractual arrangements will be completed by March 2020</td>
</tr>
</tbody>
</table>
workstreams (exc. IM&T)  

- the Corporate Services Advisory Board  
  - Corporate Services Advisory Board will report into the existing Partnership Executive Board (PEB)  
- Future structural arrangements will be dependent on what services are retained and operational and strategic requirements.

Delivery of Theme 4 projects approved by PEB  

- No delivery capacity for Theme 4 projects is expected in the CSDV on day 1.  
- Delivery capacity to be mobilised dependent on approval of projects and if CSDV is most suitable for delivery role

6.12. The diagram below illustrates the anticipated management arrangements for the CSDV by April 2020:

[Diagram of management arrangements]

7.0 CSDV RELATIONSHIPS

7.1. The relationships between the CDSV and the customers, investors and the host are described in the following sections. As with the management arrangements for the CSDV itself, it is expected that the relationships will be different on day 1 from the existing arrangements and that the day 1 arrangements will transition during the first year.

8.0 RELATIONSHIP WITH CUSTOMERS

8.1. The approach to Customer Relationship Management is described in detail within the TOM.

8.2. The table below describes how customer relationships in each of the divisions are currently managed together with the expectations of the arrangements on day 1 of the CSDV launch.
<table>
<thead>
<tr>
<th>Division</th>
<th>Existing arrangements</th>
<th>Day 1 arrangements</th>
</tr>
</thead>
</table>
| GMSS                     | • The GMSS business is currently governed by the Joint Commissioning Board (JCB). As a collective voice the GM CCGs, the JCB provides the overall decision making on GMSS services.  
• This is delegated to GM CCG CFOs | • GMSS SMT will report to the SELT of the CSDV to deliver against the agreed business plan.  
• GMSS will maintain separate and individual contracts with CCG customers and the relationship and performance will be managed through those contracts using SLAs and KPIs.  
• The performance of GMSS will be reported inside of the CSDV to the CSDV Board and not to JCB. The role of the JCB will change to that of providing a collective CCG customer view as opposed to decision making for GMSS  
• The strategic thinking and customer view will be managed via the Customer engagement sub-committee. This is where the JCB view will be channelled. |
| ELFS                     | • ELFS is an autonomous division of Salford Royal NHS Foundation Trust  
• ELFS is governed through a Management Board which is constituted as a Standing Committee of the Trust’s Board of Directors.  
• Existing customers are represented via two Client Finance Representatives who are members of the Management Board although there is no explicit obligation written in contracts for ELFS to do this. | • The ELFS Management Board will report to the SELT of the CSDV to deliver against the agreed business plan.  
• ELFS customer base is broader than the GM geography and this will need to be managed sensitively with the investors who will initially be GM based.  
• The interests of ELFS customers will be represented on the Customer engagement sub-committee where existing KPIs and contract SLAs will be reported. |
| Strategic services of Theme 4 workstreams (exc. IM&T) | • The services provided by Theme 4 programme team are managed by the Theme 4 Executive Board and then into the Partnership Executive Board (PEB). | • The Theme 4 services will initially report into the Corporate Services Advisory Board which will replace the existing Theme 4 Executive Board (for Corporate services only). The |
8.3. At the Customer engagement sub-committee, the relationship with customers will focus on the quality and range of services that are being offered and to inform decisions as to what the CSDV needs to improve. These decisions will support the prioritisation of investment decisions to deliver improved quality or reduction in cost base of services. The terms of reference for the Customer engagement sub-committee are included in the TOM.

8.4. The Customer engagement sub-committee is not the only route for customer engagement, these will also be managed as business as usual within the existing divisions e.g. (GMSS has a separate CRM framework)

9.0 RELATIONSHIP WITH INVESTORS

9.1. There are currently no investors in any of the three divisions and therefore all investment-related arrangements will be designed to suit the CSDV requirements.

9.2. The creation of the CSDV is dependent on investment from NHS England (NHSE) and the Foundation Trust sector in GM. The target investment is £2.5m from the GM Health Economy.

9.3. There will be only one type of investor and all investors will have equal rights. The rights of investors are described in the Investment Pack document which was issued to all organisations of the GMHSCP in December 2018.

9.4. Investment is required in order to achieve the purpose of the CSDV to deliver a range of high-quality, resilient operational corporate services with a competitive market price and an increased customer base. As described in 4.5, investment in the CSDV is required in order for it to become operational and support the day 1 launch.

9.5. It is equally important that any future investment supports the creation of value for customers and a return on investment for investors and therefore, the process for prioritising areas for investment will be criteria based. The future investment decisions will be managed at the Investment sub-committee. The investment decisions will be subject to
individual business cases which outline the investment, value to be delivered and the payback mechanisms. The terms of reference for the Investment sub-committee are included in the TOM.

10.0 RELATIONSHIP WITH THE HOST

10.1. The fundamental principle is that the CSDV will have financial and commercial controls in-house and then be able to access Subject Matter Expert (SME) input from the host and other external sources as required, depending on the complexity of the issues.

10.2. Therefore, the CSDV should be self-contained and should “consume” the key services it provides to others for example

1. It should provide finance support to itself;
2. It should provide OD and HR support to itself; and
3. It should provide IT support services to itself

10.3. There will be some specialised services (estates, legal and senior executive-level OD and HR support) where the CSDV will either access the host’s support or will source externally.

10.4. Another key principle is that all corporate support services provided to the CSDV should demonstrably deliver good value for money. Its support services should benchmark well to other comparable organisations in GM and should be aligned to leading practices in the public sector and industry.

10.5. The CSDV should follow established HR and Finance benchmarks in deciding on the number of HR and Finance employees required to support the business.

10.6. The CSDV should follow and be an evangelist for leading-practice Finance, HR, Procurement and IT that have either been developed as part of Theme 4 or will be developed.

10.7. As described in section 2, a design principle of the CSDV is that on day 1, it will be operating in “shell” form. The SELT will provide strategic direction for the CSDV and management of the overall business plan. On day 1, the host organisation will only need to provide “pay and rations” for the SELT.

10.8. The table below describes the existing relationships with hosts for each of the future divisions and the requirements of the host at April 2020.

10.9. The host will be represented on the CSDV Executive Board and the services provided by the host to the CSDV will be managed at the Hosted services sub-committee. It is anticipated this will be a sub-committee of the host as opposed to the CSDV.
**Table 4**

<table>
<thead>
<tr>
<th>Division</th>
<th>Existing arrangements</th>
<th>April 2020 arrangements</th>
</tr>
</thead>
</table>
| GMSS     | • GMSS is hosted by Oldham CCG.  
• The accommodation is provided through Oldham CCG on a lease arrangement.  
• The infrastructure and assets are owned by GMSS.  
• The ledger is provided by NHSE and GMSS are a sub-set of Oldham CCG. | Host to provide:  
• Pay and rations  
• An instance of ESR  
• A ledger  
• Senior HR and OD Executive-level support |
| ELFS     | • ELFS is currently hosted by Salford Royal NHS Foundation Trust.  
• SRFT provide HR services to the ELFS although there is no SLA in place.  
• The IT infrastructure for ELFS is hosted by East Lancashire Hospitals NHS Trust | Host to provide:  
• Pay and rations  
• A ledger / cash book and balance sheet  
• Senior HR and OD Executive-level support |
| Strategic services of Theme 4 workstreams (exc. IM&T) | • The central programme team are currently hosted via the GMHSCP. HR, Systems, accommodation and Finance support is all provided by the GMHSCP | • The requirements on the host will depend on the services that are retained following completion of contractual arrangements in March 2020. |

10.10. The Transition Plan describes the changes required for each of the three divisions in more detail and during the first year of operation as the divisions become more integrated and the relationship with customers, investors and the host develops in response. The Transition Plan is included as an appendix to the TOM.

11.0 MANAGING ORGANISATIONS WITH MULTIPLE RELATIONSHIPS

11.1. There is a potential for an organisation in GM to hold multiple relationships with the CSDV, being a host and / or investor and / or a customer. This is illustrated in the diagram below:
11.2. As such, it is imperative that robust governance structures and processes are established, to ensure potential conflicts of interest are prevented from manifesting themselves.

11.3. In addition to the governance arrangements described within section 6 of this document (covering Investors, Hosts and Customers) clear rules are necessary to address the areas of overlap within the above diagram.

11.4. A clear separation of power, duties and responsibilities is required. Where an individual NHS Trust sits within more than one of these groups, it is made clear that one individual person is prohibited from representing their Trust’s interests within more than one of these groups.

11.5. It is understood that all individuals representing their Trust (in any of the above groups) will do so fairly, without any conflict of interest or motives.

11.6. Any breaches of the above rules would be addressed by the CSDV Executive Board to ensure fairness and to protect the interests of the CSDV, its host, customers and investors.
GM Corporate Services Delivery Vehicle
Purpose and Updated Governance Arrangements
GM Joint Commissioning Board
18th June 2019
Due Diligence for GMSS completed – July 2018

Strategic Proposal for GMSS approved by JCB – October 2018

Due diligence for ELFS completed – May 2019

Update and Governance Arrangements reviewed by Theme 4 Executive Board – May 2019

Approval for ELFS to transfer into the vehicle – June 2019
### Current high-level timeline – CSDV ‘go-live’

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<tr>
<td>Investment pack shared</td>
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<td>Soft transition complete</td>
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<td>Soft transition to CSDV</td>
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<td>Full transition → April 2020</td>
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Under current plans for the CSDV, a soft transition will begin between July and September with a full transition completed by April 2020.

**Key:**
- **Green** = Complete
- **Yellow** = In progress
CSDV Forward Journey – Next Steps

Hosting Panel – new host identified and recommended to PEB – 14th June 2019

Host organisation ratified at organisation board – Summer 2019

Begin search for new MD and deployment of interim management structure – Summer 2019

Initial £800k investment placed into CSDV – July 2019 – timetable for governance approval for additional investment – August 2019

Full Transition and implementation plan deployed with ELFS and GMSS – Summer 2019
Governance Arrangements – Day 1

Day 1

GMHSCP Governance

- Partnership Executive Board (PEB)
- Corporate Services Advisory Board (replacing Theme 4 Exec for Corp Services)

CSDV

- CSDV Executive Board
  - For issues relating to hosting only
  - Host Board

CSDV Shared Executive Leadership Team (SELT)

Strategic Leadership

- GMSS Senior Management Team
- ELFS Management Board

Operational Management

Review and challenge

Division

- GMSS
- ELFS

T4 Strategy (existing)

Theme 4 (Strategy)

Greater Manchester Health and Social Care Partnership
Governance Arrangements – April 2020

For issues relating to hosting only

CSDV Executive Board

Host Board

CSDV Shared Executive Leadership Team (SELT)

T4 Delivery only (if developed)

Partnership Executive Board (PEB)

Corporate Services Advisory Board (replacing Theme 4 Exec for Corp Services)

GMHSCP Governance

Review and challenge

Strategic Leadership

Operational Management

Division

GMSS

ELFS

E.g. Procurement, Ledger, Payroll Occupational Health, Collaborative Bank

Theme 4 (Strategy)

T4 Projects to be implemented*

T4 Strategy

The future of the T4 Strategy services will depend on what services are retained following completion of contractual arrangements in March 2020

*T4 Projects potentially moved into the CSDV for delivery as individual business cases are approved.

Greater Manchester Health and Social Care Partnership