

Greater Manchester Joint Health Scrutiny Committee

Date: 11 November 2025

Subject: NHS Greater Manchester Operating Model - Final Draft for Engagement

Report of: Jo Street, Programme Director – Transition, NHS Greater Manchester

Purpose of Report

This report seeks to formally engage Committee Members in the review of the final draft of the NHS Greater Manchester (GM) Operating Model. Members have received both the full Operating Model document and the accompanying Stakeholder Engagement Pack, which includes a structured set of questions designed to elicit informed feedback.

The Operating Model outlines how integrated working between Place Partnerships and GM-wide teams will deliver a vision for longer, healthier lives and reduced health inequalities. It details the guiding principles, governance, and portfolio structures that will underpin strategic commissioning, emphasising a shift towards prevention, equitable access, and community co-design. By aligning resources, accountability, and collaborative leadership across health, care, and community sectors, the model aims to improve outcomes, address the wider determinants of health, and ensure that every resident benefits from a more effective, inclusive, and sustainable health and care system.

The Operating Model also sets out how NHS GM will work with its partners; with NHS Trusts, public health, primary care, social care, local authorities and the VCSFE sector too. Partnership working is one of the strengths in Greater Manchester, and the model outlines how the ICB will work with partners across the city region to deliver the three major shifts in the NHS 10 Year Plan.

A verbal update will be provided at the meeting to outline ongoing engagement and support for NHS GM colleagues, as well as to brief members on the proposed next steps in the implementation process.

Recommendation:

The Committee is requested to:

- Recognise the level of engagement with stakeholders and staff to develop the Operating model to date.
- Provide feedback on the Operating Model as outlined in the questions for stakeholders and encourage their locality HOSCs to also respond.
 - How do you think the model will improve partnership working across Greater Manchester?
 - What concerns do you have that the model might harm relationships or collaboration?
 - What could we do to reduce any negative impacts and maximise the positive ones?
 - When we implement the model, is there anything important we need to keep in mind?
- Acknowledge the current situation regarding the NHS GM workforce and the comprehensive support offer in place.

Contact Officer

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Equalities Impact, Carbon and Sustainability Assessment:

Equality Impact Assessments are taking place as part of the reform programme to ensure approaches improve and do not increase inequalities.

Risk Management

A full risk management is in place is overseen by the programme governance within NHS GM.

Number of attachments to the report: 2