

Greater Manchester (GM) Community Services Review

Report To (Meeting):	ONE Stockport Health and Care Board		
Report From (Executive Lead)	Philippa Johnson, Deputy Place Based Lead, NHS Greater Manchester (Stockport)		
Report From (Author):	Philippa Johnson, Deputy Place Based Lead, NHS Greater Manchester (Stockport)		
Date:	26 March 2025	Agenda Item No:	14
Previously Considered by:	One Stockport Health and Care Executive Group		

Purpose of the report:

To brief the ONE Stockport Health and Care Board on the Greater Manchester (GM) Community Services Review programme and seek support for the development of a Stockport Community Services briefing for a future Stockport One Health and Care Board.

Key points (Executive Summary):

- NHS Community Services play an important role in delivery of care closer to home, supporting the Neighbourhood model, and the GM strategy.
- At the outset the programme was set up to review how the system commissions community services in the context of the operating model, which recommended the responsibility for commissioning community services should be at Place.
- The initial scoping revealed a high level of variation in community services across GM, which was a result of a historical commissioning decision.
- It soon became obvious that we need to do more than transact a change of commissioning responsibility, and the programme developed to focus on creating community services which are fit for the future and support the whole system to meet the population health need.
- Since the start of the Community Services programme, we have seen the publication of the Darzi report, which proposed three main shifts:
 - Treatment to prevention
 - Hospital to community
 - Analogue to digital



- We have also had the NHS England Operational planning guidance, Community Services Guidance, which sets core community services description, and Neighbourhood Model Guidance, which set out 6 key components of a neighbourhood health model, one of which was core community services.
- Community services have therefore increased in strategic significance. They play an important role in key GM developments such as Live Well, and are an enabler of strategic priorities such as prevention, early intervention and a proactive care.
- The GM Community Services Reviews vision is to ensure an **offer across all localities to meet the population need and improve quality, experience, access and outcomes** for Greater Manchester residents. The programme has 5 aims as set out below:
 - Create a **vision for GM Community Services**
 - Strengthen the **alignment for integration and partnership working at place**
 - **Leverage the opportunity of scale to improve** services
 - Support future **funding and investment** / disinvestment decisions
 - Support a **workforce plan** for community services
- For the first year the work is organised in 5 workstreams to support immediate priorities
 - **Contracting and financial flows:** Understanding the “as is” and developing the future core offer, supported by financial flows.
 - **Data, Performance & Intelligence:** develop and implement a minimum community data set to enable effective performance and activity review, and future benchmarking.
 - **Intermediate Care:** Develop GM wide core (minimum) standards for services across GM to drive improvements in quality, access, and outcomes.
 - **Community Nursing:** Develop a core (minimum) standard for community nursing, and a workforce plan that supports the delivery of the standard.
 - **Collaboration for Sustainability:** Identify opportunity for consolidation and collaboration across GM to address issues of sustainability/ lack of resilience.
- Localities are asked to drive a local approach to community services development and transformation, as well as help shape, influence and contribute to the GM programme.

Recommendation:

The Board are asked to note the GM programme and support the development of a future Stockport Community Services briefing for the Stockport One Health and Care Board.

Decision		Discuss/Direction	x	Information/Assurance	
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Aims (please indicate x)

Which integrated care	People are happier and healthier and inequalities are reduced	x
	There are safe, high-quality services which make best use of the Stockport pound	x

aim(s) is / are supported by this report:	Everyone takes responsibility for their health with the right support	x
	We support local social and economic development together	x

Conflicts of Interests	
Potential Conflicts of Interest:	None

Risk and Assurance:	
List all strategic and high-level risks relevant to this paper	

Consultation and Engagement:	
Local People / Patient Engagement:	This is a current gap in the programme
Workforce Engagement:	Widespread engagement across the GM system leadership with commissioners and providers. Engagement with front line colleagues for workstream areas

Potential Implications:					
Financial Impact: Please note - All reports with a financial implication require detail of the level of funding, funding stream and comments from Finance.	Non-Recurrent Expenditure	£			
	Recurrent Expenditure (please state annual cost)	£			
	Funding stream	Yes		No	
	Included in the s75 Pooled Budget				
	GM ICB (Stockport) delegated budget				
	Other, please specify				
Finance Comments:	NHS GM commits approximately £440m on NHS community services. There is variation across the 10 localities as a result of historical commissioning decisions. A workstream within the programme is working through the financial flows and current pressures to determine a baseline for each locality.				
Performance Impact:	Performance of Community Health Services is through the usual mechanisms with providers. The programme is building an improved dataset to allow a better understanding of community services performance and a view at a system level. A baseline assessment has been completed to understand performance challenges across GM and identify how a GM programme can support.				

Workforce Impact:	The programme aims to raise the profile of the community workforce. Two transformation workstreams have been identified as priority areas (Intermediate Care and Community Nursing) Each of these workstreams has a focus on workforce.					
Quality and Safety Impact:	No quality impact assessment at this stage					
Compliance and/or Legal Impact:	Statutory compliance sits with providers					
Equality and Diversity:	General Statement:					
	Has an equality impact assessment been completed?	Yes		No		N/A
			X			
	If Not Applicable please explain why					
Environmental Impact:	General Statement:					
	Has an environmental impact assessment been completed?	Yes		No		N/A
			x			
	If Not Applicable please explain why					