

Sue Haywood Presentation to WODC Economic & Scrutiny 4th July 2019 ref Oxon Strategic Planning

Dear Economic Scrutiny and Social Committee member

I have been raising questions at the last few Growth Board meetings on behalf of Need not Greed Oxfordshire on a number of process-related matters that we believe now have time-critical implications. As potentially the most relevant local committee for process matters, I would be grateful if you could consider and recommend if any action is required by this authority.

It should be noted that this is not being raised as a party political issue and indeed NNGO have received positive messages and feedback about the debate we are raising on these issues by councillors and MPs from across the authorities and in all parties.

The Risk to Local Accountability in Strategic Decision Making, including West Oxfordshire

The Growth Board's Chair has suggested it is not a decision making body, this resting instead with local authorities. However, we would suggest that a number of decisions *have* in fact been made by the Growth Board, or the council leaders on that Board, without meaningful communication with, recourse to, or mandate by, local councils, such as the Joint Declaration for the Ox-Cam Arc and the Oxfordshire Local Industrial Strategy (OxLIS).

Time-Critical Opportunities

1. The OxLIS is about to be signed off; whether West Oxfordshire District Council's members wish, or can, do anything to ensure local members can reflect on the content before it has legal status I do not know. Technically it does not need LPA approval, but that would have assumed adequate engagement in the development process and this is far from clear (see below for more information).
2. The new Growth Board Chair has recognised there are problems in the current Growth Board processes, including with communication with locally elected members, and has asked Bev Hindle, the new Growth Board Director, to conduct a review. The terms of reference of this review is due to be presented by Mr Hindle at the September Growth Board meeting and thus any input of issues now by key stakeholders such as yourselves to secure a voice for your expectations and those of our communities would be both timely and valuable.
3. This Growth Board review is tasked to look at more than communications processes and, for example, potentially will be evaluating how sustainability and climate change and biodiversity commitments and responsibilities can be more effectively embedded at the heart of decision making. This may be relevant to your colleagues on other committees.

Thank you for your time considering this.

Sue Haywood

MA (Oxon) Zoology, MSc (Oxon) Environmental Change and Management

on behalf of the coalition: Planning for Real NEED not Speculator GREED in Oxfordshire

Tel: 01491 612079 Email: info@neednotgreedoxon.org.uk

Background Information - the specific concerns and risks

The original Growth Deal and proposal for a JSSP (which did received full debate and mandate by authority members) has evolved exponentially over the last year or more, and we now have an Oxfordshire Plan 2050, the scope and parameters for which are being influenced by other strategies such as the OxLIS and Oxford-Cambridge Arc, and all of which are becoming increasingly interdependent.

OxLEP (on which each authority's leaders sit) provided the go ahead last week for the OxLIS to be signed off with HMG within the next two weeks. The OxLIS document (<https://www.oxfordshirelep.com/lis>) provides an ambitious, long-term vision for economic growth, detailing how Oxfordshire can "provide a framework for

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delivery and investment for 'UK PLC'" and provide "the momentum and direction for the 'Oxford–Cambridge Arc'". There is a lot of focus on maximising potential for the knowledge and innovation based economy; NNGO is seeking reassurances for plans for the environment and rural economy.

We are led to understand that the draft OxLIS document produced in December was the product of an extensive engagement programme with (among other stakeholders) each Local Authority at Member and Chief Officer level including Informal Cabinet, Executive and Scrutiny briefings. However, do briefings constitute "engagement" and do they provide a limited forum for locally elected voice, particularly if held after the draft document is submitted to HMG? Leaders may have indeed sat on steering groups within the OxLEP structure, but what explicit or implicit mandate is there for this, and were all local members being made aware of the decisions being made on their behalf?

Yet this document, which has not been subject to an environmental assessment and the detail of which is virtually unknown by most local councillors, is enabled (under the NPPF) to uplift housing targets above OAN and thus will directly influence the scope of the Growth Board's work and the outcome of the Oxfordshire Plan 2050, and thus, in turn, the scale of growth and strategic planning in Oxfordshire and West Oxfordshire.

Meanwhile, the Arc strategy is definitively more than a transport or infrastructure project. A Joint Declaration has been signed (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/799993/OxCam_Arc_Ambition.pdf) whereby "*we [i.e. including local authorities] jointly set out to meet its [the Arc's] full economic potential, building on forthcoming Local Industrial Strategies*"; there is also an acknowledgement that "*significantly more homes*" will be required across the Arc.

Growth Board members at the last meeting appeared at pains to downplay the significance of the Joint Declaration document. But the document uses strong phrasing, such as "commitment", and it has been signed by four ministers and all the Leaders of the Growth Board's constituent authorities earlier this year. NNGO and The Growth Board's own Scrutiny Panel has challenged the transparency of this process – the draft of this document was not presented or debated by locally elected members, nor visible in any Growth Board committee minutes. Was it appropriate therefore for Council Leaders to sign it on behalf of all their Oxon authorities?

A final issue of potential concern is the future governance structures for these inter-dependent strategies. There is an implication in the text in the Joint Declaration, as well as other published ministerial statements, that changes may be required in planning processes and governance and this surely throws a further question mark on guarantees for the future capacity for local councils, or even the Growth Board, to have an influence in Arc level strategic planning. What provision is each local authority making now to ensure that council leaders are enabled with guidance and mandate from local members for their decision making in their roles on the Arc committees that are already being set up?

Even when decisions are put to local members for approval, it seems it can be subject to change. The Growth Board Scrutiny Panel's Chair has challenged the material differences that were introduced into the Oxfordshire Plan document used in the consultation earlier this year from the draft that had been signed off by local Councils.

Other plans and decisions that affect our communities also seem to have little or no opportunity or structure for local councillors to be consulted with or provide information. For example, one of your colleagues who attended the last Growth Board Scrutiny Panel meeting raised the point that the recent A40 proposals would not resolve its problems and were not locally popular and asked if the Panel could challenge the Growth Board to review this project. He was told it that such issues needed to be raised at LA level but it is unclear how this would be helpful as OXIS officers, when challenged, indicated that dialogue or consultation with local councillors was not part of the planning processes they were undertaking.

Sue Haywood - Presentation to WODC Economic & Scrutiny Committee 4th July 2019 ref Recent Appeals

Dear Economic Scrutiny and Social Committee member

As reported at Uplands Planning Committee by Cllr Bishop this Monday, the Cala Appeal at Stonesfield has been dismissed. The outcome, upholding your colleagues' decision, was welcome and **I am here to ask if your committee would recommend an active review of this and other major Appeal decisions that have tested your recently adopted new Local Plan policies.**

The Inspector's report for the Cala Appeal provides interesting clarification on a number of points on which your officer, Chris Hargraves, has been discussing over the last few months with John Mills (the Cotswolds AONB Planning and Landscape Officer) and representatives from Responsible Planning in Burford and Sustainable Stonesfield. Interestingly, I note some of these same points have also been raised by various members at Cabinet and Scrutiny meetings, particularly regarding the use of Homeseeker plus data and the reporting of housing need.

To summarise some key opportunities (with reference to observations at the Cala Appeal):

- **Introduce consistency into the reporting of local and district housing need.**

Previous and current WODC reports on levels of need, and the selective use of Homeseeker Plus and need data, formed key pieces of evidence for the Appellant and solicited an apology at one point from WODC's own counsel for the "repeated" error in how housing need had been reported by the authority.

- **Provide clarity on what would constitute appropriate evidence of need at local, sub-area and district levels**

The Appellant's expert witness took advantage of the lack of clarity about how local need should be defined and evidenced and found ways to challenge whether it is at sub area or settlement level even in the AONB. He disagreed that the definition of local need was consistent through the Local Plan document.

- **Clarify with whom the onus to provide local need evidence lies**

There was a lot of push back from the Appellant about where the onus to provide local need evidence lay - with the developer or with WODC (particularly in light of published WODC and other Oxfordshire etc reports stating there was urgent need for housing etc, a Statement of Common Ground that accepted there was housing need in the (local) area, and where previous WODC reports asserted there was a need for development at a particular location).

- **Clarify the application of the whole Homeseeker plus policy and input to the forthcoming Homeseeker Plus review**

Unlike Cotswolds District, WODC does not apply paragraph 32 in the Homeseeker Plus policy yet this patently *is* a WODC policy. Bizarrely, therefore, your officer at the Appeal had to defend a planning policy decision on the basis that development had to be justified on local housing need in the AONB for a village settlement, whilst also arguing that WODC's affordable housing policy for the development had to be applied to meet district wide need.

We are not suggesting any policy change. Instead, the adoption as soon as is practicable of some additional guidance notes or other toolkit would be valuable to clarify *how* local need, and affordable housing need, can and should be defined and evidenced. This would provide consistency in reports and also promote common expectations and understanding between officers, members, neighbourhood planning groups, communities and developers and reduce opportunities for challenge.

Further, there is a Homeseeker Plus housing policy review due this summer, with a consultation due shortly; I note that the September Cabinet Work Programme refers to updates to the Homeseeker Plus policy. There seems therefore to be opportunity in the next couple of months to review the issues arising from the Cala Appeal and identify a practice that provides the most consistency with the new WO planning policies.

Appeal processes are costly and time-consuming for the District and its officers, and costly and time-consuming and highly stressful for other stakeholders such as the Cotswolds AONB and the communities affected. As affected stakeholders and representatives of the communities which these policies are intended to serve, we are more than happy to provide further feedback and voice if this would help support officers and members develop a constructive way forward.

Thank you once again for your time.

Sue Haywood, for Responsible Planning in Burford



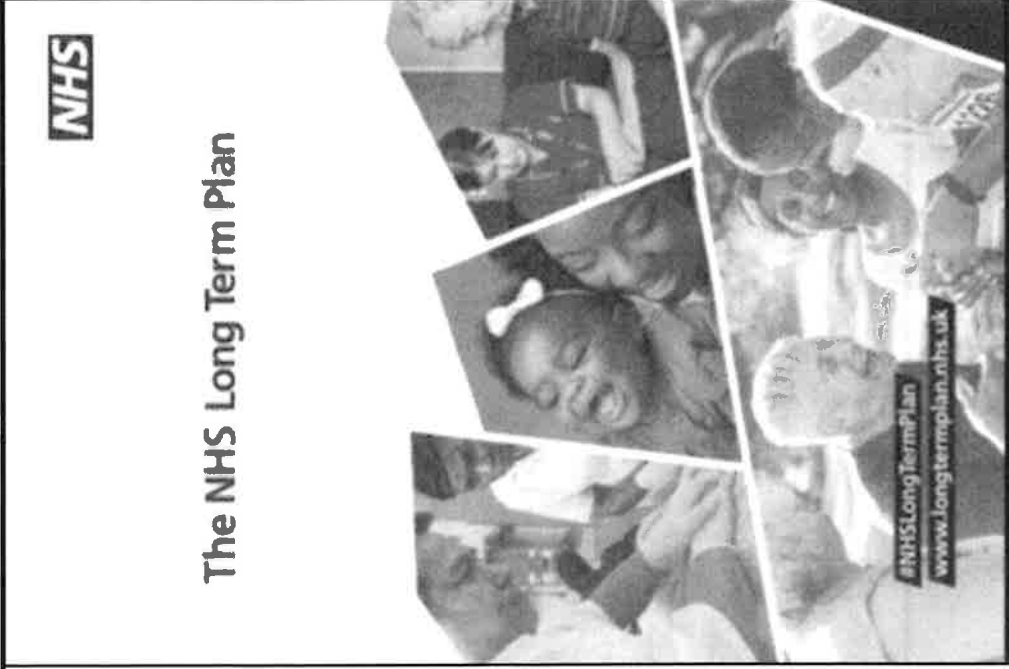
West Oxfordshire District Council Economic and Social
Overview and Scrutiny Committee

Healthcare Transformation and the NHS Long Term Plan

Louise Patten

4 July 2019

NHS Long Term Plan Headlines



- **A new service model** for the 21st century
- More NHS action on **prevention and health inequalities**
- Further progress on **care quality and outcomes**
- **NHS staff** will get the backing they need
- **Digitally-enabled** care will go mainstream across the NHS
- Taxpayer's investment will be used to **maximum effect**

Five major practical changes to the NHS service model

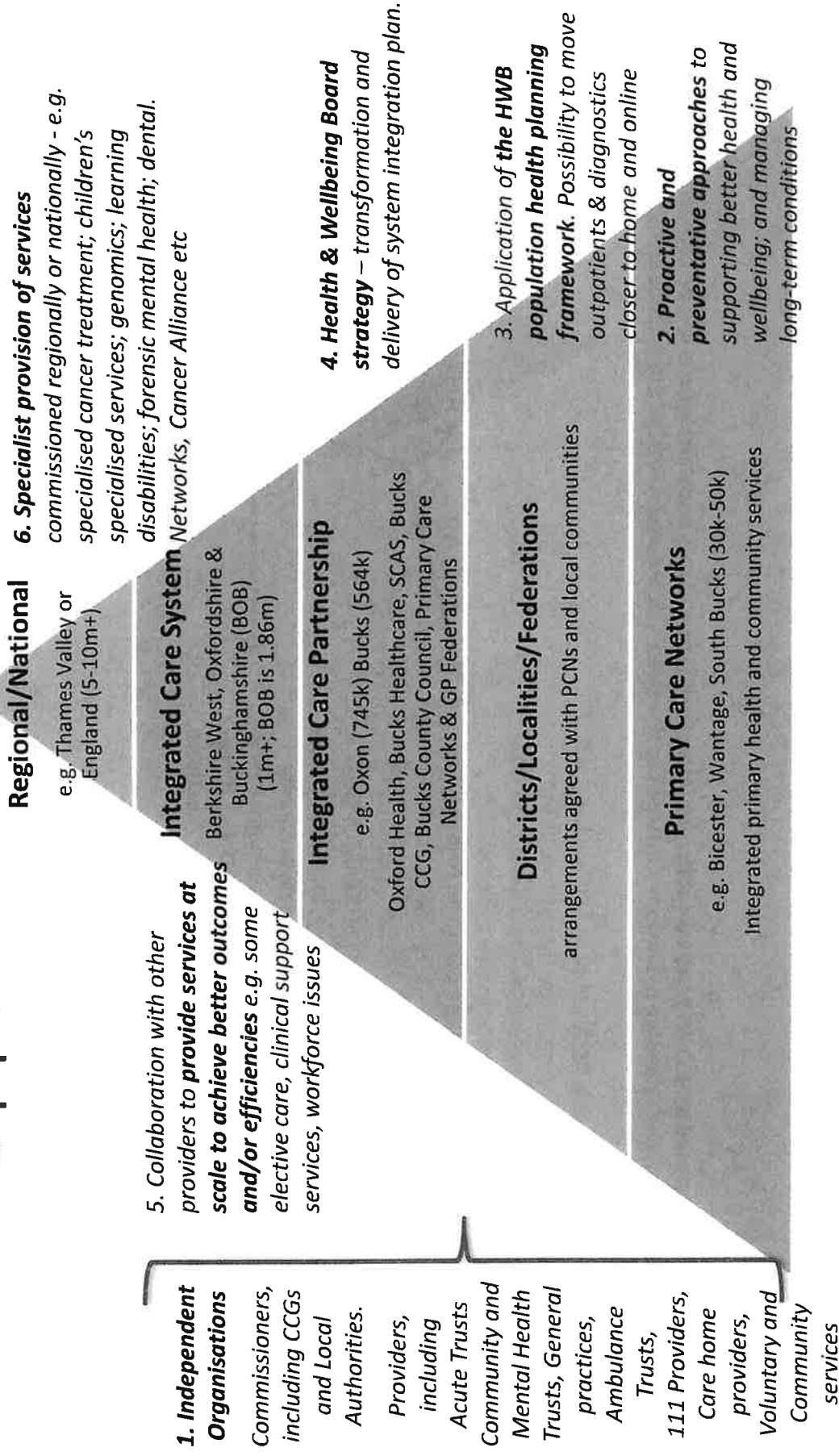
1. We will **boost 'out-of-hospital' care**, and finally dissolve the historic divide between primary and community health services.
 2. The NHS will **redesign and reduce pressure on emergency hospital services**.
 3. People will get more control over their own health, and **more personalised care** when they need it.
 4. **Digitally-enabled primary and outpatient care** will go mainstream across the NHS.
 5. Local NHS organisations will increasingly **focus on population health** and local partnerships with local authority-funded services, through new Integrated Care Systems (ICSs) everywhere.
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Long Term Plan - out of hospital care

Fully integrated community-based health care

- Proactive approach to ageing population and inequalities
 - Increased emphasis on prevention, personalised care and physical and mental wellbeing
 - Use of population health management to design services to meet need and to better support people to stay healthy
 - An integrated approach to the delivery of health and care
 - Greater collaborative working with public and third sector partners
 - Primary Care Networks with enhanced staffing, expanded community multidisciplinary teams
 - A incentivised approach to delivering out of hospital care
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At each level we need to join up across organisations to provide person-centred care for the populations we serve.



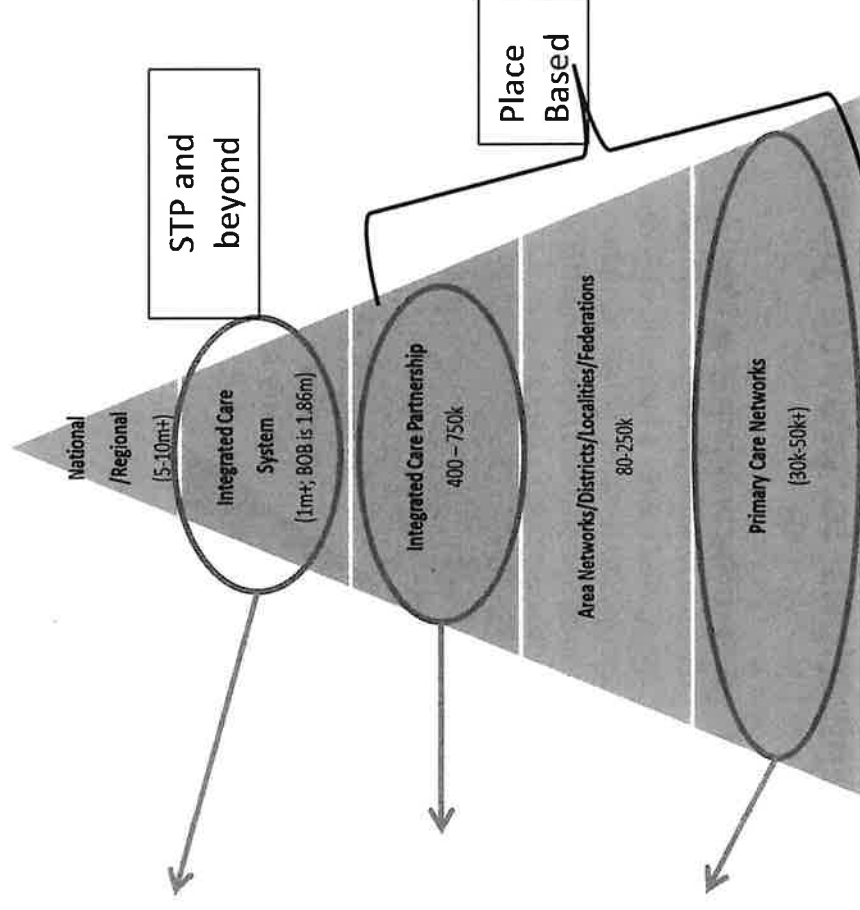
Definitions

Developments in integrated care in England take different forms in different places and descriptions can be confusing. For the purposes of this briefing, the following definitions describe the three main population levels of integration across Oxfordshire and Buckinghamshire:

The BOB Integrated Care System (ICS) will sit at STP level and will oversee planning and commissioning in the three Place based populations and provide system leadership. The ICS will undertake commissioner and provider work at scale where appropriate, through delegated responsibility from the CCGs and NHS Providers.

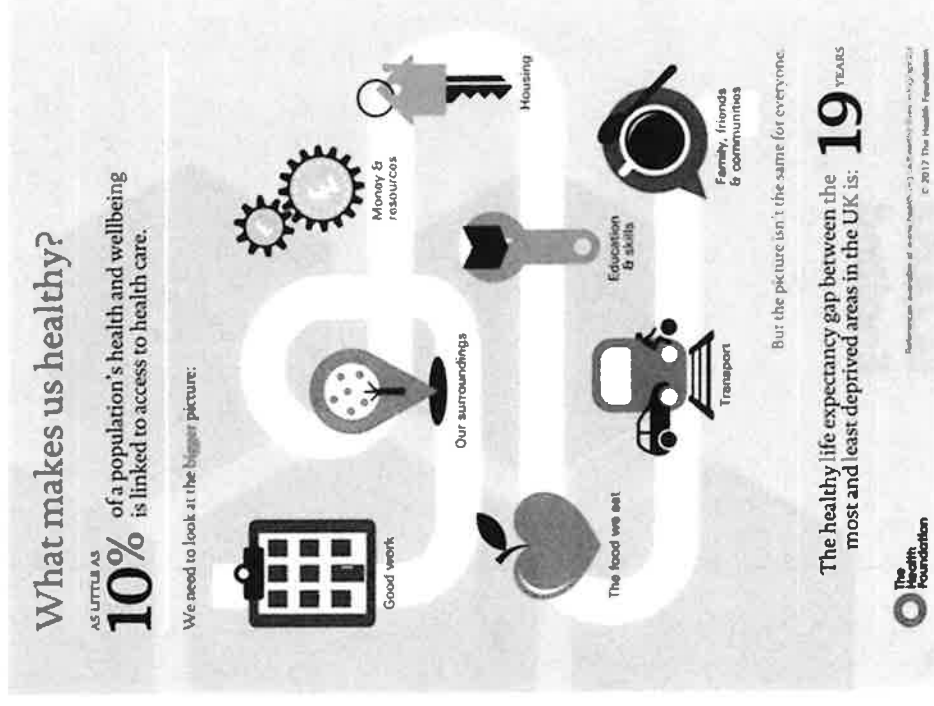
Integrated Care Partnerships (ICPs) are the county level 'Place' based alliances of NHS providers, commissioners, local authorities and third sector providers that work together to deliver care by agreeing to collaborate rather than compete. CCG Commissioning functions are also part of this Partnership. **The BOB STP has three place based systems that are planning to take on some functions that other smaller systems undertake at STP level.**

Primary Care Networks (PCNs) are clusters of GP Practices with integrated community teams, covering a population of approximately 30-50,000 patients. These will become the unit of hospital provision. Apart from individual Practice GMS/PMS it is envisaged that all other contracts for provision of services by GP Practices will be held at PCN level.



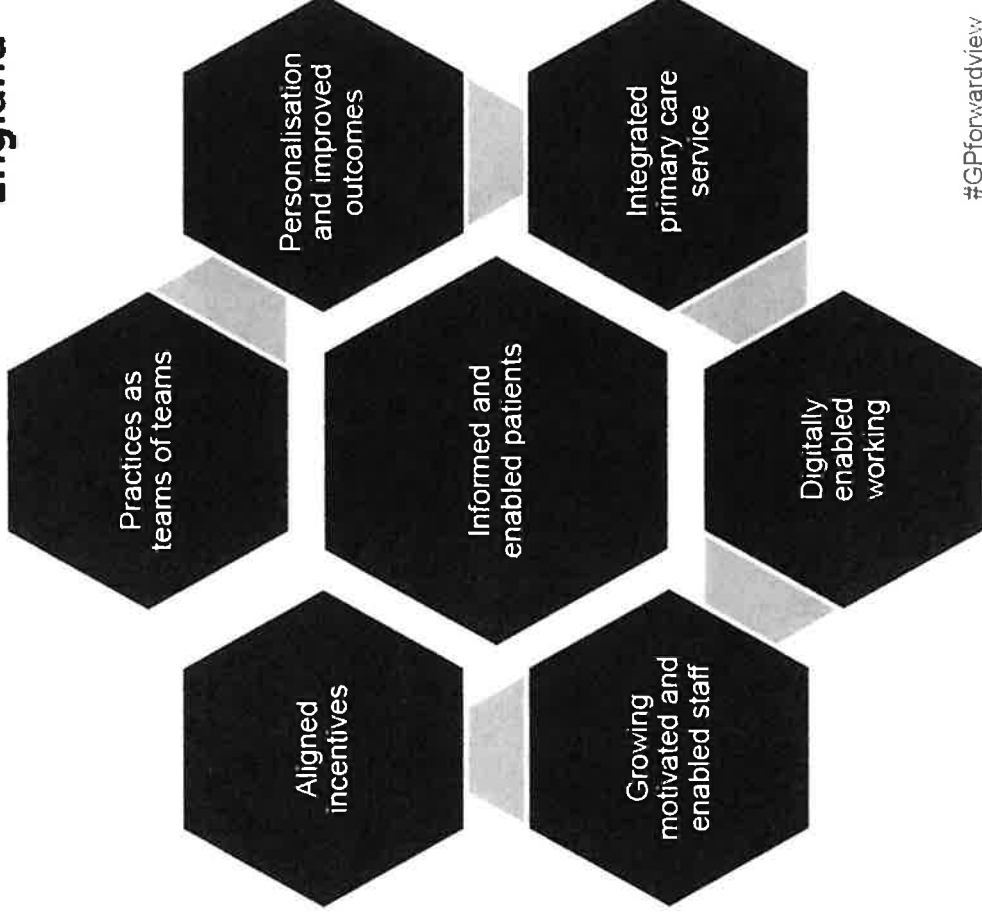
Integrated working

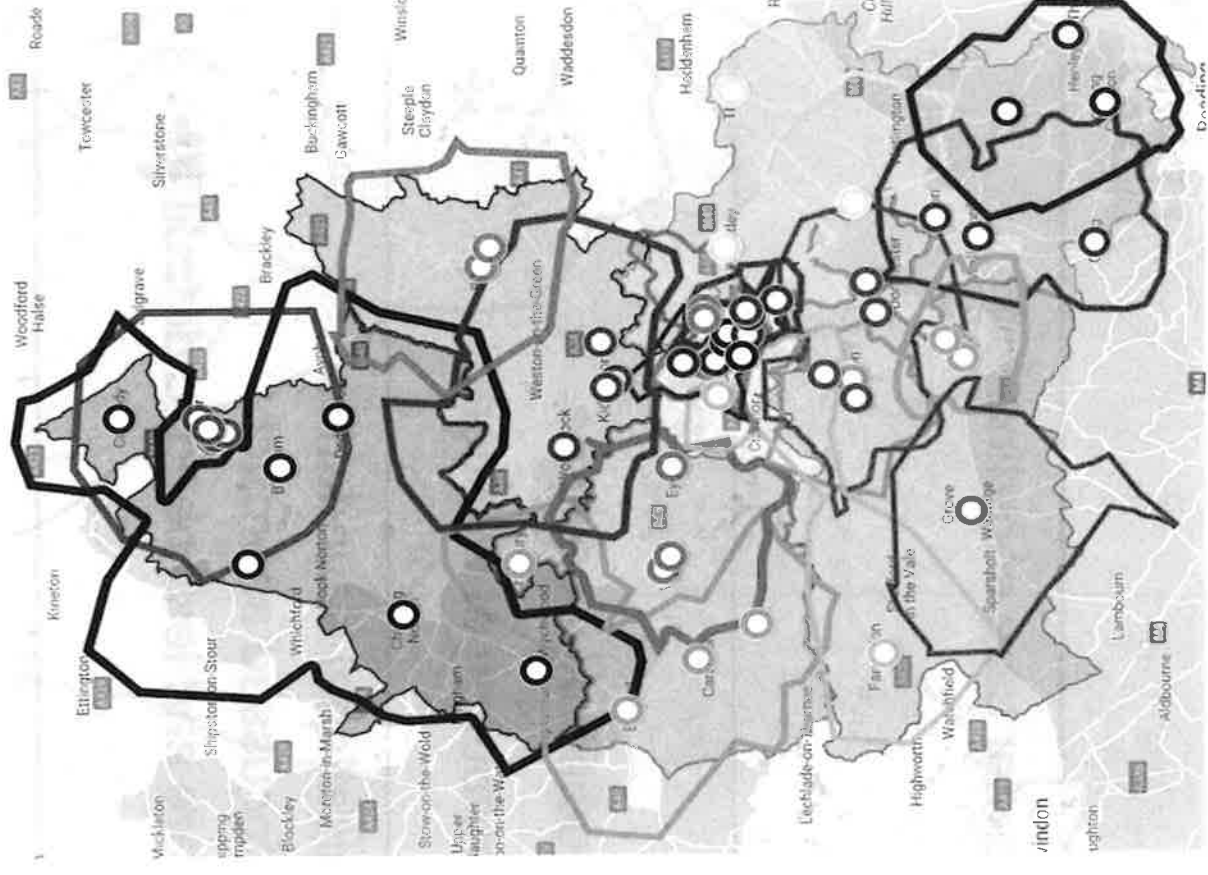
- The Long Term Plan sets out clear ambitions for greater integrated working
- What makes us healthy is a broad and complex picture
- Integrated across health and care, local authorities and the third sector
- The LTP puts strong emphasis on integrated multidisciplinary teams – Primary Care Networks
 - **Collaborating** with all other providers in the local health and social care system
 - **Sustainability** into the longer term
 - **Offering enhanced services** to the network
 - National workforce fund for 20,000+ additional practice staff to support PCN delivery



Primary care networks – key to the future

- Primary care networks are small enough to give a sense of local ownership, but big enough to have impact across a 30-50K population.
- They will comprise groupings of clinicians and wider staff sharing a vision for how to improve the care of their population and will serve as service delivery units and a unifying platform across the country.





Primary Care Network	Number of practices	Registered Population	District/s
City - East Oxford	5	47,535	Oxford City
City - OX3+	2	43,391	Oxford City
Oxford Central	5	39,178	Oxford City
Oxford City North	4	42,990	Oxford City
SE Oxfordshire Health Alliance	4	40,824	Oxford City
Banbury Town	6	66,154	Cherwell
Bicester	3	49,523	Cherwell
Eynsham & Witney	4	51,273	West
KIWY (Kidlington, Islip, Woodstock, Yarnton)	4	35,229	Cherwell, West
NORA (North Oxfordshire Rural Alliance)	5	47,666	Cherwell, West
Rural West	4	31,457	West
Abingdon & District	4	30,043	Vale
Abingdon Central	2	33,657	Vale
Didcot	3	41,902	South
Henley SonNet	4	32,144	South
Thame	3	30,525	South
Wallingford & Surrounds	3	32,052	South
Wantage	2	30,070	Vale
White Horse Botley	2	31,366	Vale
Total		756,979	

Benefits for the patients and the NHS



PATIENTS

- Joined up care leading to better care coordination
- More care closer to home
- Focus on prevention

GENERAL PRACTICE

- Greater resilience
- Free up GP time through additional workforce
- Peer support and better distribution of workload

SYSTEM

- Co-operation across organisational boundaries
- Driving a more population-focussed approach
- Strengthening of primary care and less need to default to hospital

West Oxfordshire



- Responding to planned housing developments and work of the Growth Board
 - Planned health infrastructure and service delivery
 - Healthy Place Shaping
 - One Public Estate – Welch Way
 - Prevention and collaborative working to address wider social determinants of health
 - Improved recruitment of GPs and wider workforce mix
 - Future focus on out of hospital models of care including outpatient service transformation
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