

Appendix C: Bicester Healthy New Town Delivery Plan

The following table identifies an outline plan of activity for November 2016-March 2019. These plans reflect ideas generated by the wider partnership, the HNT delivery team, and local stakeholders (local ideas shown in italics). (Yellow denotes where there is a digital component, green denotes identifies investible propositions for NHS England)

Item	Deliverable by 31 December 2016	Deliverable by 31 March 2017	Deliverable 2017/18/19	Lead Agencies	Resources	Measures of Success	Transferable Outputs
Built Environment							
1. Going for Green - maximizing the use of Bicester's green <i>and public</i> spaces for healthy living	Produce information on the town's main open spaces to raise awareness and promote their use. Publicize information through Garth Gazette, websites, press releases and local information points <i>Leaflet is currently being printed</i>	Promote use of open spaces for free activity	Support OPA to achieve funding to deliver play days in green spaces in the town. Promote the use of green spaces at town events	CDC Bicester Delivery Team; Working with BTC	Bicester Delivery team (SC) GIS team & graphic design BTC (CJ) Printing costs - HNT budget?	Increased awareness of open spaces in the town & increased use	Lessons on promoting open space and whether this increases use
			Development of mobile version of mapping of green spaces in the town, building on learnings from project with Grassroots Bicester which received funding from A2D to develop 'Incredible Edible Bicester' ediblebicester.org.uk that maps growing green places for food production in the town. This launched Oct 16 as an on-line tool for the community to access.	A2Dominion, CDC, BTC	Funding and digital expertise to scope apps that might be able to offer this function	Development and testing of an app - assessment of its use	learnings from app development and testing
			Establish current use of Green Spaces working with local schools, survey as part of green space evidence base	CDC Bicester Delivery Team, local secondary schools, Oxford Brookes and Bicester Town Council	CDC Policy Team (SW) Bicester Delivery Team, OBU students and school pupils	Baseline established	

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	Develop movers/new residents information pack encouraging cycling/walking/volunteering Pilot development of information for new residents in Elmsbrook about community/sports activities using Shimmy.	Review how information pack could be applied to other new residents/movers across the town.	A2Dominion	A2D, Bicester Delivery Team (GM), Community Services Resources for printing HNT?	Information resource to support community connections and healthy behaviours	Lessons learned in terms of creation of an easily maintained digital resource
		Learning from Elmsbrook on the creation and use and management of the first green space in the new development	A2Dominion	Bicester Delivery Team (SC/GM?)	Learning on how resident engagement through local management structures can impact on use of green spaces	
	Develop proposals for using small scale landscaping improvements to address air quality problems and increase active travel in targeted areas Bid submitted to NHSE for 17/19 HNT funding	Undertake landscape improvements and measure impact on air quality and active travel	CDC	Bicester Delivery team (DW)	Pilot will show impact that small landscaping improvements can make	Exemplar of how small improvements to the built environment can promote active travel
		<i>Delivery strategy for creating green corridors to support connectivity identified in the LP/master plan for Bicester</i>	CDC Bicester Delivery Team	CDC Policy Team Bicester Town Council external support??	Masterplan strategy	
		Programme to review small areas of open space and revise their design	Bicester Town Council	Bicester Delivery Team, Landscape architect - funding?	Improved local spaces	
	Develop plans for community woodland at Byrnehill, seeking funding for trails/active play			Bicester Delivery Team (CC)	Plans developed with local community which will maximise active use of new woodland	
		Work with environmental change institute to complete tools for green infrastructure in Bicester		Bicester Delivery team and ECI	GI tools	Tools could be shared with other sites

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2. Creating a 'walkable and cycleable community' with a comprehensive walking and cycling network

Wayfinding scheme – procurement of signage design and public consultation Signage to provide information about walking and cycling distances between key destinations in Bicester.	Signage installation		CDC Bicester Delivery Team	Bicester Delivery Team (LBH) OCC (BS & WP)	Signs installed and increased walking and cycling	project 'lessons learnt' report
	Install cycle hoops in the town centre		CDC Bicester Delivery Team	CDC, OCC & grant funding	Increased facilities to encourage cycling	
		Identify, waymark and publicise a new cross town cycle route	CDC Bicester Delivery Team	Bicester Delivery Team (SC) & Monica Meher, GIS and graphic design support	Publication of route and increased walking and cycling	lessons on promoting a route and whether it leads to increased use
	Agree how use of cycling and walking routes to be monitored		CDC Bicester Delivery Team / academic partners	tbc/satellite imaging cost?	t.b.c.	
	Liaise with running clubs & BTC to agree simple signage of 'run routes' in the town. Publicize the routes (potential link to couch to 5K?) Bid submitted to NHSE for Q4 16/17 HNT funding		CDC Bicester Delivery Team	Bicester Delivery Team (GM), Leisure Services, GIS and graphic design. Signage and promotional material HNT?	run routes clearly visible in the town - data from monitoring their use	example of a quick win which will create a physical difference to Bicester's built environment and support increase in physical activity
		Increase involvement in annual Bicester Bike Day -	A2Dominion, CDC, OCC	A2Dominion, CDC, OCC, local cycling clubs and retailer	increased participation in Bike Day	
		<i>Deliver a cycling strategy for a new community and monitor its impact</i>	A2Dominion with support of expert partners	A2Dominion	Confirm with A2Dominion	
	Develop scheme to use travel planning to prompt behaviour change and increase active travel Bid submitted to NHSE for 17/19 HNT funding	Implement travel planning initiative to promote modal shift to cycling and walking for routine journeys.	CDC and OCC	CDC Bicester Delivery Team, local cycling groups, OCC and developers	increase in active travel/regular levels of activity	Evidence of the effectiveness of travel planning in prompting and sustaining change in travel habits that increase physical activity
		Work with OCC to improve Buckingham Road for walking and cycling	CDC Bicester Delivery Team/OCC	Capital funding secured	Improvement works planned and completed	

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3. Develop planning policies that support the creation of a healthy environment	Training session for planners re: developing healthy environments with public health experts. Involve planners from across Oxfordshire to ensure shared learning and produce training toolkit for use elsewhere. To include session on developing dementia friendly communities <i>Training session held on 28/11/16</i>			Public Health		Greater understanding of planners re: health issues and health professionals of planning issues	Sharing workshop structure and information as tool kit
		Agree approach and protocol to enable Public Health, Sport England and Age UK to review and comment and input to development proposals to ensure that they deliver active and inclusive environments to support health and wellbeing		CDC Bicester Delivery Team	CDC Bicester Delivery Team (CC) Development Management	Local development proposals reviewed to ensure they will support health and wellbeing.	
	Round table with town planners to establish how to embed principles and policies to support healthy environments. <i>HNT network meeting held on 2/12/16 to identify the key elements required for healthy environments. Local Round Table held with planners, public health and highways on 20/12/16</i>	Draft policy for LP Part 2 to require healthy environments		CDC Bicester Delivery Team	CDC Bicester Delivery Team (CC) Development Management Planning Policy	Adopted policy	Share policy and evidence base with other HNT & NHS
			Investigate the development of one check list/advice for developers to use to support them in designing healthy developments (potentially expand existing national guidance)	CDC Bicester Delivery Team	CDC Bicester Delivery Team (JB) OCC (RK) Development Management iBi Consultant support	Revised national guidance - this may be taken forward by NHSE centrally with iBi	
		Bid submitted for Sports England funding to promote physical activity in the least active		CDC	Bicester Delivery Team, Leisure Services	Successful bid from Sports England funding	
			Identify policy opportunities to make car travel less attractive	CDC	Bicester Delivery Team (JB)	Adopted policy	

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4. Making Information available		<i>Identify opportunities for providing information on existing and new community notice boards/info points eg sports center and library including management of information on these</i>	Work with BTC to review and update information on their notice boards	Parkwood, BTC, CDC	Cost of notice boards, regularity of information update and responsibility	Information on Community notice boards communicates HNT vision/key messages	
			<i>Scope out and resource development of an app 'Bicester 4U' which would include a directory of activity</i>	AHSN and CDC Delivery Team		Feasibility report	
			<i>Agree promotional campaign to encourage use of Bounts exercise incentive scheme</i>	CDC and community groups and leisure centre	Leisure Services?	Increase in use of Bounts scheme	
	Agree evaluation approach <i>Evaluation plan produced and presented at NHS England event 16/12/16</i>	Plan and commence Baseline data collection. Bid submitted to NHSE for 17/19 HNT funding	Develop living lab HNT presence to share learning - organise dissemination event and report data on 6 monthly basis			Evaluation Plan with clear milestones to deliver transferable learnings	Evaluation framework and metrics can be used in other HNT sites and the learnings from the evaluation will inform the effectiveness of the overall programme
	Link to prevention targets in STP to ensure that the HNT programme is fully aligned and its contribution identified. <i>Prevention targets reflected in strategic objectives. HNT programme referenced in STP.</i>		Ensure HNT programme is identified in future iterations of the STP	OCCG	RR	Measure impact of whole HNT programme on reducing adult and childhood obesity and increasing levels of physical activity and social inclusion	Lessons learned
		Agree how best to assess the commercial benefits of health promoting environments like Elmsbrook to create a case for investment for other developers to build in this way	Metrics to identify the commercial value of health promoting environments to be included as part of data collection for the programme evaluation			Agree with A2Dominion	
Community Activation							

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5. Building better connected communities with the creation of a network of volunteer community activators	Local Stakeholders Workshop to secure input into and engagement with HNT programme from local community leaders <i>Workshop held on 6/10/16 - attended by 70 local community leaders - their views and ideas have been reflected in the delivery plan.</i>				COMPLETE	Revised Delivery plan containing local stakeholders' ideas Visual image of local stakeholder's vision of a HNT Video articulating local people's ambitions for the programme	How to Guide' for other HNT sites
	Submit bid to Big Lottery for celebrate funding for the programme launch. Bid for £9,794 successful	Planning of the public launch of HNT programme on 13 May to be well advanced and to be focused on promoting the programme in spaces that people already use – including the town centre /schools/workplaces - ensure activities include opportunities for people with learning and physical disabilities	Official launch of the programme on 13 May to be followed by a series of events and media activity to grow and sustain awareness of the programme and public engagement	CDC	RR, Community Services (NR), Bicester Delivery Team (GM), Parkwood, Voluntary Sector, OXSPA	Effective public launch of the programme Increased public awareness of the programme and engagement with it	
	Input into pilot of AMI site to support befriending and peer to peer support <i>HNT programme leads participated in a design workshop for AMI web platform on 12/10/16</i>	Pilot of peer to peer function on AMI site to have started	Complete pilot of AMI web tool and assess its impact	CDC	Ami, CDC community services	Evaluation report of pilot of peer-to peer support site	
	SPARK fund set up and local organisations offered opportunity to seek seed corn funding to assist delivery of the HNT objectives. <i>8 applications received by December deadline for first phase of funding</i>	Allocation of Spark funds and promotion of the scheme for Phase 2 funding	Allocation of Spark funds and promotion of the scheme if funding remains and evaluation	CDC	Community Services (NR), HNT and Garden town funding	Increased levels of community activation Voluntary sector engagement with the programme	Share funding guidance and decision grid
	Participate in Knowing your Communities events, Older People's Day Information Fair (30 Sept) and Health Fair (14 Oct) to engage local community with plans <i>Events attended</i>			CDC	RR, Bicester Delivery Team (GM), Community Development Services	Increased awareness of the HNT programme	

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Develop a plan for voluntary sector engagement with the programme by identifying local networks that the HNT needs to plug into and identify network champions for the programme. Good engagement with voluntary sector at October stakeholder event and subsequently			CDC and voluntary sector	CDC Community Services and RR and voluntary sector	Plan for voluntary sector engagement with the HNT programme	
	Establish a community forum – holding its first network event so that different community groups can find out about each other (in conjunction with the Town Council	Hold several community forum events to support collaboration and to offer skills training	BTC and CDC	BTC and CDC Community Services and voluntary sector	Community Forum established Increased skills base and capacity of local voluntary sector	Lessons learned in developing a community forum for 3rd sector groups
		Set up a network of HNT 'supporters' – making it easy to volunteer and to be recognised – offer PH brief intervention training	BTC and CDC	BTC and CDC Community Services and voluntary sector	HNT Community champion role clearly defined Brief PH intervention training provided Network of HNT champions developed	Lessons learned on volunteer development
Bid submitted for Innovate funding to test new way of digital engagement with local authorities on use of green spaces/leisure facilities Bid unsuccessful - alternative sources of funding being pursued			CDC Bicester Delivery Team	CDC Bicester Delivery Team (GM)	COMPLETE - BID SUBMITTED	
	Use community networks to understand barriers to inclusion and activity and develop an offer for residents that recognize these – engaging early with 'seldom heard' groups		CDC and Oxford Brookes and OCCG	RR and Equalities and Access Team, CDC Community Development Team	Engagement events held with seldom heard groups and their views fed into delivery programme	
		Work with fire service to identify socially isolated and vulnerable members of the community and offer signposting support	CDC and Fire Service	RR	Engagement of the fire service in reducing social isolation	

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6. Activation of schools, nurseries and colleges, and families to get young people active and increase their physical and mental wellbeing		<i>Create a neighbourhood buddy system – to encourage physical activity</i>	CDC and A2D for Elmsbrook	CDC Community Services and voluntary sector	Neighbourhood buddy system tested Increased levels of physical activity	Lessons learned from the pilot.
		<i>Build on learnings from Elmsbrook's tenure blind, themed community development strategy aimed at engaging residents in every element of sustainable and healthy lifestyles with a dedicated full time resource</i>	CDC and A2D for Elmsbrook	CDC Community Services and voluntary sector	Increased levels of physical activity Increased levels of health and wellbeing	Refined community development strategy
		Deliver Eco Business centre to include provision for support to home workers	CDC and A2D for Elmsbrook	CDC Bicester Delivery Team (CC) and A2D	Facility to reduce social isolation of home workers -	lessons learned as to how home workers prefer to use a community business centre
	Work with OXSPA to secure engagement of sports clubs with the town	Hold two 'Open Doors' events - spring and autumn to enable people to try taster sessions at clubs and encourage them to join - link to opening of the Sports Village in September 17/18 and further events in 18/19	CDC TG, OXSPA, Sports Clubs	CDC and voluntary sector	Participation in 'taster sessions' and increase in club membership	
	Engagement offer developed for schools/nurseries/colleges to engage with the programme Ensure the needs of 'special schools' are included	Work with individual schools to ensure ongoing engagement with the programme	CDC	RR	All schools provide a senior leadership lead to link with the programme	
	Attend North Oxon Schools Sports Partnership Council to seek support. <i>Attended event on 24/11/17</i>	<i>Build on existing mentoring roles between secondary and primary schools</i>	CDC	RR	Sharing of existing good practice	

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Engage directly with young people to identify what would make a difference to them in encouraging them to get active, eat healthily and to feel socially included <i>Focus group held with teenagers and more planned via School Councils</i>	<i>Work with school council members to shape engagement with schools and of parents</i>		CDC and OYAP	RR Local schools, sixth forms and colleges	Engagement events with Bicester children and young people - their views feed into delivery plan	
Discuss potential application of Impact programme with Gagle Brook head to see if there are transferable methods for engaging parents. <i>Proposal in development</i>	Develop proposal for pilot to test approach to parental engagement in physical activity and healthy eating in a couple of primary schools Bid submitted to NHSE for 17/19 HNT funding		CDC	Gill	Develop and secure funding for testing Impact approach to engage parents with health behaviour change	Innovative method of parental engagement with behavioural change tested - successful model could be rolled out to other primary schools
	<i>Round table of school reps held to share areas of good practice (within and outside Bicester) and to confirm plans for school engagement with the programme (including school governors)</i>	<i>Sustain engagement of schools and of parents with the programme</i>	CDC	Gill	All schools in Bicester to sign up to be 'healthy schools'	Case studies of good practice
	<i>Round table of nursery and pre-school providers to confirm plans for their engagement with the programme</i>	<i>Sustain engagement of nurseries and of parents with the programme</i>	CDC	Gill	All pre-schools and nurseries to sign up to be healthy early years providers	Case studies of good practice
	<i>Identify good practice in schools in Bicester and work through local schools fora to share it</i>	<i>Encourage schools to enter awards schemes to ensure that good practice is recognised and ideas spread</i>		Gill	Entries made to Healthy Schools award schemes	
	<i>Plan holiday club 'offer' to reflect the HNT programme objectives and encourage its uptake in more disadvantaged communities</i>	Increase engagement in holiday clubs that promote physical activity	CDC	CDC Leisure Service	Increase physical activity and healthy eating support in holiday clubs Evaluate its impact	

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7. Activation of workplaces to promote health and wellbeing at work

	Pilot Full Circle programme of inter-generational support in schools	<i>Complete pilot of Full Circle project to encourage inter-generational support in schools - assess impact and roll out to other schools in Bicester if effective</i>	CDC	RR, HNT funding	Pilot undertaken in at least 1 primary school and impact evaluated in terms of reduced social isolation and improved behaviour	Case study of inter-generational support
	Secure secondary school support for OYAP Art for Health Project – commence planning of pilot	OYAP Art for Health Project – commence pilot in Bicester secondary schools and assess its impact - roll out to other schools if effective	OYAP; CDC, Oxford Brookes	RR	at least 1 school participates in art for health project - evaluation report on impact on children's mental wellbeing	case study
<i>OXSPA to identify evidence base for effective workplace health and wellbeing schemes and local success stories.</i> <i>Information provided to inform presentation to Bicester Vision members (major local businesses) on 8/12/16</i>	<i>Offer developed for exemplar Wellbeing@Work scheme to encourage workplaces/local employers to engage with the programme.</i> <i>Launch offer to local businesses at Bicester business breakfast club</i> <i>Bid submitted to NHSE for 17/19 HNT funding</i>	Ensure sign up of at least 10 major local employers to test new scheme	OXSPA, Bicester Vision and Chamber of Commerce, CDC	RR	Healthy workplace programme in place across Bicester businesses with clear measures of impact and benefit	Exemplar Wellbeing@Work scheme tested with clear evidence of impact that can be used in other workplaces
<i>Agree plan for environmental health team to engage with restaurants and food outlets to increase uptake of healthy food schemes – identify scope to offer accreditation.</i> <i>Agreed to seek engagement with Eat Out Eat Well award scheme</i>	<i>Discussions held with local retailers re: offering healthy food options</i>	<i>Local retailers to have signed up to the Eat Out Eat Well scheme</i>	CDC	Environmental health team - Stuart Weeldon	Increase choice and improve promotion of healthy food options	
		<i>Encourage local employers to spread good practice by entering relevant categories in Oxfordshire Business Awards. Hold meeting of Oxfordshire’s Healthy Workplace Network in Bicester to showcase local employer engagement</i>		Bicester Vision, CDC Julia Araton Bicester Chamber of Commerce, OXSPA	Bicester employers enter for Healthy Workplace awards	

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		<i>Agree with public sector agencies which will sign up to be an exemplar in development of its workforce wellbeing scheme</i>	Promote partners' participation in and achievement of Workforce Wellbeing Charter status	CDC/OHFT/OCCG/OUHFT		Public sector partner support for HNT principles is reflected in their public commitment to achieving Workforce Wellbeing Charter status	Share learnings
			<i>Promote sign-up of cafes to Coffee conversation scheme</i>	CDC	RR	Bicester cafes offer coffee chat hours	Report on impact of scheme on social isolation and increased footfall
New Models of Care: Creating care closer to home							
8. Creating a 'primary care home' with integrated community health and social care supporting GP clusters to care for people with most complex care needs	Community services, primary care and social care to form local leadership group to promote integrated care <i>Locality Group established and meeting monthly since September 2016 with a detailed action plan to promote integration</i>	Establish clinical network in the NE locality to promote integrated training of clinicians providing care to Bicester population - free from organisational boundaries	Set up and run an integrated training programme and skills sharing/shadowing to increase collaboration across all providers including care homes	Oxfordshire Clinical Commissioning Group (OCCG/OHFT/OCC/p practices/care homes	RR	Improved local relationships, increased skills level	Integrated model of training which could be replicated elsewhere
			Develop pilot to test use of a 'care bank' to support complex patients at high risk of admission over the weekend	Oxfordshire Clinical Commissioning Group (OCCG)		Pilot of 'care bank' to enable complex patients to stay at home over the weekend even when their care needs increase	
		Develop programme to increase identification and support for carers	<i>Implement programme to increase support to carers (including young carers)</i>	OCCG/Age UK/Carers Oxfordshire/voluntary sector, CDC Health & Wellbeing Officer		Increased number of carers identified	

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9. Delivery of new care pathways for long term conditions which minimise hospital based outpatient care (focusing first on diabetes)

		New model of care for how primary care and community services can be further integrated and the potential future role of Bicester community hospital to be out for public engagement. Support for developing a MCP model scoped and taken forward.	Oxfordshire Clinical Commissioning Group (OCCG)		Part of public consultation identified in STP	
		Primary, community and social care to have tested new ways of working to promote more coordinated care, including access to common reporting tool	Oxfordshire Clinical Commissioning Group (OCCG)		Evaluation of new ways of working - including ability to read and write into common record	
	Develop digital 'offer' and strategy for Bicester which links into county wide digital roadmap and STP digital strategy and agreed set of design principles	Develop infrastructure to support new models of care Identify opportunities to increase digital inclusion				
	<i>Develop model of social prescribing for Bicester which involves establishment of a Single Point of Access to voluntary groups in Bicester</i> Bid submitted to NHSE for 17/19 HNT funding	<i>Test vSPA model of social prescribing and evaluate its effectiveness</i>	Oxfordshire Clinical Commissioning Group (OCCG), CDC Community Development Team		Social prescribing model in place and evaluated - if effective roll out to other parts of Oxfordshire	Demedicalised approach to social prescribing tested and its impact on reduced demand for health and care services known - model available for use elsewhere
	Scope opportunities for testing proactive use of tele care	Undertake pilot to test new use of tel care	RR, Henley Business School, OCCG	Funding support	Pilot evaluation on effectiveness of tele care used proactively	Learnings from pilot
	Undertake spatial mapping of the diabetes population in Bicester to better understand local needs and so that resources can be more carefully targeted. Bid submitted to NHSE for Q4 16/17 HNT funding	Implement diabetes pilot of new pathway for managing long term conditions - evaluate its effectiveness and embed in contracts – expand to other Long term conditions	Oxfordshire Clinical Commissioning Group (OCCG)		Revised diabetes pathway More people with diabetes being treated locally - fewer journeys to Oxford Teleconsulting established (C2C and P2C)	Model of how to use technology for remote access to specialist advice through virtual clinics - reducing demand for hospital based care

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Support bid for funding to increase online access to structured diabetes education <i>Bid was submitted</i>	Agree how increased access to diabetes education could be rolled out in Bicester	If funding secured test out use of structured education in Bicester population to inform county wide roll out of online resources	OCCG	Funding from national scheme	Model of how to effectively deliver and promote good uptake of structured online diabetes education	Learnings to share with other localities prior to roll out of structured education in the county and also nationally
-	Scope opportunities for innovation in encouraging access to pre-diabetes programme, particularly online support	Commence programme to address pre-diabetes in Bicester population	OCCG/Satellite catapult	Flexibility in access routes to pre-diabetes services and online support	Digital support piloted to prompt behaviour change and increase personal motivation	Exemplar of how to increase use of digital structured education to increase self-care of long term conditions
		Establish GP referral process for patients whose housing is having an acute impact on their health and use of health care. Identify patients with frequent emergency attendances/admissions to hospital due to respiratory problems/COPD and refer to housing retrofit scheme to reduce impact of poor housing on health Bid submitted to NHSE for 17/19 HNT funding	Practices, CDC	Funding for retrofitting properties	Reduction in emergency attendances/admissions from people with respiratory problems linked to poor housing	Model of how improvements to the built environment can reduce demand for health services
Round table held with older residents to identify how digital innovation can support their health needs and promote wellbeing <i>Round table held with Age UK on 29/11/16 - findings have fed into digital strategy</i>			Age UK, A2D,AHSN	RR	Digital strategy reflects older people's needs	
		<i>Hackathon</i> held with local digital innovators to identify opportunities for meeting these needs	AHSN and academic partners		Pilots of digital innovations undertaken and evaluated	

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10. Planning to meet future care needs through the provision of primary and community care from health campuses	Scope potential for Shimmy to test digital support to promote health and wellbeing <i>Scoping meeting held on 17/11/16</i>	Develop health part of Shimmy with residents input	Complete development of health part of Shimmy and evaluate use of health section in promoting self care	A2Dominion, OCCG, RR	Shimmy developers time	Demonstrator for how digital health information can support healthier behaviours	Learnings from Shimmy development and resident's use of health information. Increased understanding of how digital can support self care
	Draft Planning Obligations SPD to be updated with primary care estates requirements to meet population growth, identifying potential sites for 2 health campuses to serve the town. <i>Information submitted to SPD consultation</i>			CDC	Bicester Delivery Team (CC) Policy Team, GP & CCG	Updated SPD to reflect 'health campus' future model of primary care	
	Case for contribution to health infrastructure to be updated for use by planners <i>Paper drafted - awaiting OCCG approval</i>			CCG		Business case for developers to support investment in health infrastructure	
		Scope opportunities to undertake predictive modelling to assess likely future demand of increasing population Bid submitted with Darlington HNT to NHSE for Q4 16/17 HNT funding	Undertake predictive modelling to identify future demand for primary care and build into workforce plans and STP plans	CCG	Resources to undertake modelling work	Models for future growth scenarios generated	Modelling approach that can be used in the rest of Oxfordshire and other health and care systems