

Westbury
Community Campus
Working Proposal

**Three sites – one
community**

December 2014

Westbury Community Campus Team

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1. Executive summary

1.1 Introduction

This executive summary provides an overview of the working proposal developed over the past two years and reflects the real need for the town to gain momentum for regeneration to positively support the growing population with new and improved facilities that will improve the health and wellbeing of the community.

It highlights and incorporates the key messages that we have received from local people and the vision we have developed from these messages.

The report has been produced by the Westbury Community Campus Team (formerly the Campus Operations Board). The Westbury Area Board set up the (WCCT) (previously the Community Operations Board) to help define the needs and priorities of the local community. This is made up of a wide range of representatives from the local community including representatives from the surrounding villages

1.2 Background



Westbury community area has been given an exciting opportunity to join in the community campus programme set up by Wiltshire Council. It has been welcomed by the community as a far sighted approach by the council to support local development of services and leisure activities fit for the 21st century.

The Westbury Community Campus Team (previously COB) have been working over the past two years to develop a vision and working proposal that properly reflect local desire and need. This has involved detailed consultation

with users, service providers, clubs and individuals – all potential users of a community campus.

The outcome of this work is reflected in the working proposal submitted for approval by the area board.

The working proposal provides detailed analysis of the key issues that the campus will help to ameliorate. It demonstrates the strong views obtained from two consultations, which were well supported, and consultation with service providers and users.

The outcome is a campus working proposal that is comprehensive, reflects all these issues and sets a marker for the support of regeneration in Westbury. It is prudent and sustainable.

1.3 Westbury and a look at the need for campus

Key drivers for the campus are the needs to provide a focus for regeneration and improvement in health and wellbeing while properly supporting the growth of the population that has already occurred and change in demographics that is likely to continue with the new housing proposed for the town.

Regeneration and Demographics



Westbury has for many years suffered from a degradation in the quality of the town centre. The campus gives the opportunity to address this by making use of the library as the centre of town regeneration, lifting the quality of the building, its surroundings and expanding the facilities to provide a

vibrant community hub that can be used by the people of the town and surrounding villages.

The population of the community area has increased by almost 25% over the past ten years, significantly more than that of the rest of the county. With new housing proposals now at outline planning stage it is likely to continue, with more young families who will need services and activities delivered by the community area.

Health and wellbeing

The opposite side of this expansion is that health and wellbeing is a problem area for the community area, with a significant number of the key performance measures falling well short of county standards. For example childhood obesity is 25.2%, the community area is only at KS4, well below neighbouring comparators. Full details of these are provided in section three.

Need

There is no doubt, from the above, of the real need for a community campus. Provision in the form proposed in our working proposal will give massive support to address all of these key areas and enable the Westbury community area to lift the standard of wellbeing significantly when fully applied.

1.4 Overwhelming support for three-site campus

Utilising a number of targeted and innovative ways of engaging with the community, the WCCT has run two public consultations over the past two years to help clarify the campus option.



The first round of the consultation highlighted strong support to keep services in the town centre and for the historic legacy in Westbury to be retained and preserved. There was also a strong push to invest in improved services and facilities for both the

elderly and the youth of the area and also for more investment into both indoor and outdoor sports facilities.

Taking into consideration the analysis of the results of the first consultation and following extensive discussions, the WCCT decided that in the second round of consultation, the community would be asked to consider and vote on one of three options – a three site campus, a two site campus and a one site campus.

At the end of the consultation, analysis of the results showed the largest response from any campus consultation within Wiltshire and that there was an overwhelming 78.9% vote for option one, a three-site campus [retaining and improving Westbury Library, Westbury Pool and Leighton Recreation Centre.

Once again, the biggest issues from comments were that the pool is a major asset for the town and that people are strongly attached to the current library. There is also extensive concern about the continuing health of the town centre and a fear that an out-of-town campus would be extremely detrimental.



Because most responders fell into the higher age groups and also because of the proposed closure of the Westbury youth centre, young people from the Westbury Youth Advisory Group were asked to design a campus questionnaire for young people. The aim being to capture their opinions of what they would like from a youth space in the campus.

An excellent 63% response to the survey showed that 86% would like an outside space available and that their location of choice for youth activities was Leighton Recreation Centre.

Full breakdowns of all three consultations can be found in section four.

1.5 Vision

Having reviewed the results of the consultations, considered the needs of services and discussed immediate and future requirements for activities at Leighton, it was clear to WCCT that an overall vision was needed that reflected what will make the campus work well.

The vision was developed to provide a basis for the look and feel of the facilities, considering the customer experience. Particularly important elements were:

- All buildings should be light and airy
- The library should act as a focal point in the town centre, to support regeneration of the town centre
- Customers receive a personalised service and feel valued/supported
- The three sites should be linked through consistent branding, improved coordination of public transport supporting the community area and good visual route indicators
- IT should be common throughout, with free WiFi at all sites, good AV/TV facilities to encourage informal meetings

- The facilities should all have a consistently high standard of cleanliness and maintenance

This vision, detailed in section five, enabled clearer thinking on how each element of the campus could contain the facilities needed to deliver the services and activities required.

1.6 Campus working proposal

WCCT reviewed each of the three campus sites in detail, established the services and activities needed in each and scheduled these in terms of rooms/space/content required. Details of this are provided in section six.

The minimum core campus specification was established at a very early stage and is incorporated in the working proposal

The main elements to be delivered for each of the three parts are:

Pool

As the pool is very constrained, it was decided that improving the general ambience was the best approach, with updated reception and changing being the main aspects of improvement

Library

The library will be expected to host a number of services and is at present in need of some significant work to make it the focal building it needs to be. These include



- refurbishment and updating of the interior and exterior spaces,
- lift access to the upper floors to make them publicly accessible,
- extension of the building, at least at ground level, to support the additional services and café
- provision of a piazza in front of the building to improve pedestrian access and enhance the impact of the building at the end of the High Street

As it is a Grade II listed building, this will need to be carried out sympathetically. WCCT visited both Bourne House in Salisbury and Holburne Museum in Bath which are excellent examples of the type of development that could be adopted.

Leighton



Leighton Recreation Centre at present provides a large number of leisure activities.

Outside activities include football, cricket, tennis and netball. Inside, multiple use is made of the sports hall with widely varying activities from exercise for stroke patients through badminton to Tai Kwon Do. There are two squash courts and a fitness centre. There is also a bar, which users particularly want to remain.

The existing facilities are woefully inadequate to support demand and there is a real need to update and improve all the facilities at the site. Additionally, now the youth centre in the town has been closed, young people made it clear their preference was that all the youth activities be moved to Leighton; we have reflected this in the campus working proposal

The proposal includes provision of increased/improved space for indoor activities, while updating the existing. Outside, increased pitch/court/practice space with greatly improved access/lighting between activity areas as well as taking into account the need to provide covered and all weather facilities; all the clubs at present using the site have real difficulties in both practice and matches because of their lack.

1.7 Next steps – recommendations to area board

On approval of the proposals by the area board, the WCCT will assist the Transformation Team by clarifying any issues relating to the campus working proposal to enable further research and to develop detailed briefing for design principles and feasibility studies.

The WCCT will continue to:

- Work with the Transformation Team to develop the design principles
- Support and review the feasibility studies that will assess existing infrastructure and establish the basis for improvement/expansion to meet the requirements of the campus working proposal.
- Conduct further detailed discussions with a range of partners and services who are and may be using space in the campus in order to further refine their requirements and incorporate those into the design at an early stage
- Further update the working proposal to match the outcome of the further discussions
- Examine all travel means and alternatives to and from the campus sites, including community transport links to the villages, to improve inter-building access
- Develop and implement a communications plan to ensure all voices in the community area are heard and residents are informed of developments
- Continue to update the area board regularly as to progress and any issues that might arise in the development.
- Work with the transformation team to develop the business case to be presented to the Wiltshire Council cabinet for approval.

2. Overview

2.1 The Wiltshire campus programme

Community campuses will deliver services which are more accessible, provide value for money, are tailored to local needs and are influenced by local people and partners.

A campus is a building, or buildings, in a community area where people can access local services more easily and in ways that better suit their needs

The aim is to deliver more for local communities by making maximum and efficient use of council buildings – both new and old.

This will help by:

- enabling people to have better access to services in their community area
- providing space and support for small community groups
- making public-owned buildings work hard for local communities and deliver more
- enabling organisations such as the council and the police to work more effectively together.

Campuses could be made up of new or existing buildings and may also be used to provide partner services, such as neighbourhood policing teams. One of the main ideas behind campuses is to create flexible space which can be used for a variety of purposes and by a variety of people or organisations.

During the development of the community campus proposal WCCT has realised the campus is so much more than a “building or buildings” as defined in the initial brief. The WCCT feels it should be a community hub and this needs to be reflected in its ongoing development.

The aim is for campus buildings to include a shared reception, community space, accessible community IT, clinical space, catering facilities and personal care facilities for disabled users. Other services, for example libraries, leisure centres and youth services, could potentially be included in a campus, along with facilities for individuals to meet with specialist services such as housing, revenues and benefits and any others that offer specific advice.

Wiltshire Council has agreed funding for eight community campuses across the county.

The cabinet agreed on 11 November 2014 that they would look to develop a number of campuses through wider development schemes and through the Army basing programme

Other communities, such as the Westbury community area, are invited to bring forward campus or community hub proposals that will be considered by Wiltshire Council cabinet on a case by case basis.

2.2 The Westbury Community Campus

The Westbury Area Board set up the Westbury Community Campus Team (WCCT) (previously the Community Operations Board) to help define the needs and priorities of the local community. This is made up of a wide range of representatives from the local community including representatives from the surrounding villages.

The team has undertaken extensive consultation and engagement during the past years.

On 6 February 2014 the area board members endorsed the option of developing a campus across three locations in the town: the swimming pool, the library and Leighton Recreation Centre. During the past year the team has been developing a working proposal setting out how the team believes local needs and aspirations can best be met.

This has included developing an overall vision for the campus (which is included in this proposal), undertaking site visits to Writhlington Sports Centre, Holburne Museum and Bourne Hill, and engaging with a wide range of organisations.

3 Supporting evidence and background

3.1 Background

This section places the proposal for a campus within the wider context of the Westbury community area, covering a wide range of relevant data from health and wellbeing to current facilities, population growth, projected expansion and the Westbury Vision and scoping study.

The conclusions drawn indicate that the community area’s facilities have not kept pace with the population and housing development over the last decade and that there is a danger that Westbury town centre will become unsustainable – therefore investment in relevant facilities is essential.

3.2 Geography and population

The Westbury community area consists of the town and the surrounding five villages, Bratton, Coulston, Dilton Marsh, Edington and Heywood. It spans 73km² most of which is rural with Westbury town in the centre.



Westbury Market Place

Situated on the edge of the Salisbury Plain, it is an area of rural beauty and

historical interest including Bratton Camp and the landmark White Horse.

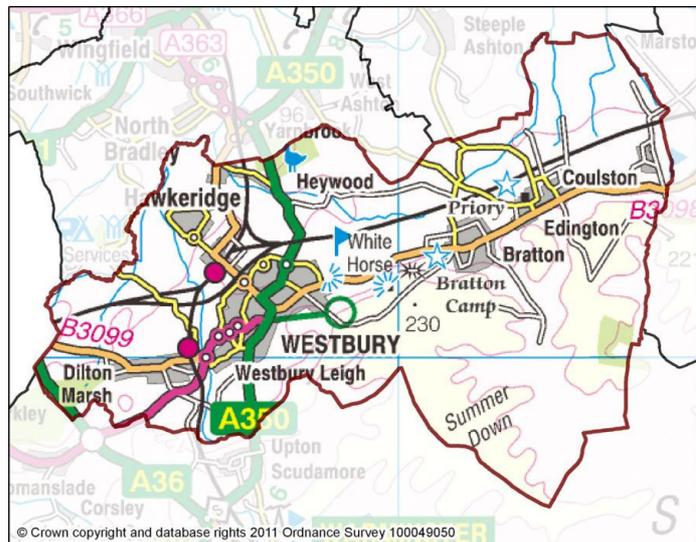
The town has seen significant housing development in recent years principally on the Leigh Park area, and planning

permission has recently been given for hundreds of new houses. There is an urgent need to improve the provision of services and facilities within the town, which have not kept pace with the



Westbury High Street

population growth.



The town enjoys good transport connectivity (A350 and a mainline railway station) and a significant employment base due to the West Wiltshire Trading Estate and adjacent Northacre Industrial Estate. Plans have also been agreed for a 35-acre business park with consent for up to 500,000 sq. ft. of employment space. In 2001 the total population for the Westbury community area was 15,900 with the projected population growth to 21,570 in 2026. Westbury CA population at mid 2011 was 19,650. The projected population **does not** incorporate any housing policy figures and instead uses recent trends to anticipate future populations. Over the period 2001 to mid-year 2011, Westbury community area’s population growth was

24.1% (3,820 persons), **over two and a half times higher** than the Wiltshire average of 9.6%.

3.3 Core Strategy

The Wiltshire Core Strategy (currently in draft form) anticipates housing growth for the Westbury community area. However it is worth noting that in 2013/14 alone, a planning application for up to 222 houses on the Mead (13/03568/OUT) has been approved, an outline application for 300 homes on land north of Bitham Park is being considered (14/0962/OUT), applications are in pre planning stage for 150 homes at Glenmore Farm and 100 plus off Station Road. There are also several small developments underway (under 10 properties).



All of the large developments include a variety of family homes and will bring extra pressure on both infrastructure and local services. In turn this extra population will need access to community services and leisure facilities.

It is also significant that all the larger prospective developments are on the outskirts of Westbury. There is an inevitable risk that people living in these newly developed areas will out-commute for employment, shopping and leisure. For Westbury to be sustainable it needs to cater for the incipient needs of these people – if the town centre is to be sustainable it needs an attractive functional campus at its heart.

The Core Strategy Community Development for Westbury states it will deliver a reduction in housing growth compared to historic trends, with a focus on improving facilities, services and job creation. Existing employment in Westbury will be protected and expanded to reflect the wider strategic needs of west Wiltshire. It states that the town should not seek to compete with the larger nearby centres, but rather consolidate and enhance its existing role.

3.4 Health and Wellbeing

The Joint Strategic Needs Assessment (JSNA) 2013-2015 showed Westbury CA compared to the 19 other CAs across Wiltshire (see below). An increase in accessible and varied community facilities such as a campus will help ameliorate some of these issues by ensuring people had the right services, help and advice in their community.

- The community area has the 4th highest domestic abuse offence rate
- The community area has the lowest breastfeeding rate
- The community area at KS4 has performance below national, local authority and statistical neighbour comparators
- The community area is the joint highest in Wiltshire for children living in poverty (14.8%). This equates to 682 children

- The community area is the second highest for children supported by social care
- The rate of childhood obesity at reception is 25.2% (Wiltshire 20.3%)
- Westbury community area is second highest for under 18s alcohol specific condition admissions
- Westbury community area has the highest amount of residual waste and one of the lowest recycling rates

3.5 Existing Wiltshire Council provision

Currently the Westbury area has a swimming pool, a library, leisure centre and children's centre. The future of its youth centre is currently under review and the building is no longer used. The library is housed in a three storey Grade II listed building - formerly Westbury House. The library, situated at the junction of three town centre streets, is very well used but is currently accessible to the public only on the ground floor as it has no lift.



Westbury library

However it has huge potential, when extended and a lift fitted, to offer a range of flexible community space. It has the

added advantage of being right in the centre of the town (see Vision below), and its modernisation has the potential to ensure continued use of an important historic building. Leighton Recreation Centre is some distance from the town centre but is on a spacious site and currently offers a range of facilities including sports fields. However current grass pitches are prone to water logging. The site has potential for expansion to include outside changing facilities, a 3G pitch, lighting for evening events and enhanced indoor facilities.

The library is an attractive building in an important location at the end of the High Street and forming an important link between the High Street, Maristow Street and Edward Street.

It should be improved to help create a new 'hub' and focus for the town centre.

Westbury Vision and Scoping study 2011



Westbury's Victorian swimming pool

The town's extremely popular swimming pool is in Church Street, just off the town centre. It is Grade II listed and is believed to be the oldest public swimming pool still in use. It has recently been refurbished and the pool relined. However it is situated on a restricted site with little potential for expansion.

3.6 Westbury Vision and Scoping Study



Artist's impression of library extension - as seen in Westbury Vision and Scoping Study

In 2010/11 Westbury town council commissioned a Vision and Scoping study from Urban Practitioners. The Vision team undertook



Westbury artist Alex Prowse came up with this vision of a library extension

lengthy consultation with local people and stakeholders – one of the most popular wishes for the future of the town related to more and improved leisure and community facilities along with a desire to make more of the town centre. Retention of town's historic swimming pool was very popular as was the need to improve and expand the library.

3.7 Leisure Reviews

1. A comprehensive audit of leisure and recreation facilities was carried out by West Wiltshire District Council and its Leisure and Recreation Development Plan Document was agreed in January 2009. This Leisure and Recreation Needs Assessment concluded there were shortfalls in accessible greenspace in Westbury expressing the need for an artificial turf pitch. (Ref Table 6). It also stated there was inadequate provision for pitch sports in Melksham, Trowbridge and Westbury and sought to address more pitch provision in Bradford, Melksham, Trowbridge and Westbury.
2. A review of indoor leisure facilities was carried out by Wiltshire Council in 2010. This agreed to ensure that the indoor leisure facility service in Wiltshire would be enhanced which creates more opportunities for local people to actively pursue a healthy lifestyle.
3. Wiltshire Council carried out a Leisure Survey (July – October 2014) to understand more about experiences and satisfaction with the leisure activities offered by Wiltshire Council.
4. Wiltshire Council is currently doing a review of outdoor facilities – to be concluded early 2015

3.8 References:

- <http://www.intelligencenetwork.org.uk/population-and-census/>
- www.wiltshirejsa.org.uk
- www.wiltshirejsa.org.uk
- <http://cms.wiltshire.gov.uk/CeListDocuments.aspx?MID=4181&RD=Agenda%20and%20reports&DF=21%2f01%2f2009&A=1&R=0>
- <http://www.wiltshire.gov.uk/leisure-2014-customer-survey.htm>

4 Consultation and engagement

4.1 Results from first consultation

There have been two public consultations to help clarify the campus concept and what it could offer to the community area. The first phase of consultation ran in the autumn of 2012 and in total more than 500 responses were received.

The consultation highlighted the following points:

- 91% voted for indoor leisure/sports facility
- 87.9% voted for improved services for the elderly
- 86% voted for the swimming pool
- 85% voted for the library
- 83.3% voted for youth activities
- 81% voted for activity rooms, learning and skills centre, access to NPT
- 79% voted for an information advice point, café and computers and the internet
- 78% voted for children's play facilities and additional grass sports pitches
- 75% voted for outdoor floodlit all weather sports pitches
- 72.5% voted for a community hall and
- 68% voted for access to health advice.



The Westbury Christmas street fayre was an ideal place for consultation

The first round of consultation highlighted strong support for a 'town centre' campus and that the historic buildings in Westbury are preserved. This was reinforced through the extra comments section where voters professed a solid desire to retain and improve the historic legacy of the town and to keep services in the town centre. The library and swimming pool, in particular, are very important to local people but it was also widely noted that some of the current facilities are not fit for purpose, for example, access to the

upper floors of the library building is not possible for wheelchair users without fitting a lift.

There was also a strong push to invest in activities and facilities for the youth of the area, and investment into the sports facilities, both indoor and outdoor was noted. There were also a number of interesting ideas for extra services the community would like including arts, cultural and exhibition spaces, local advertising space as well as the more ambitious requests for an ice rink and cinema.

Of the written responses, results showed

- 80% were influenced in their use of the campus by opening times,
- 78% were influenced by prices
- 76% wished the campus to be within walking distance of the town centre and

- 63% also felt that adequate parking needed to be a key consideration; important in a rural area where people from the outlying villages may in some cases drive to a campus. However the need for a good bus service both from the surrounding villages and between the individual campus sites was noted.

The WCCT utilised a number of different approaches to gain these responses which included:

- Systematic press releases and consultation form in the White Horse News
- Consultation forms in public spaces/buildings throughout the community area (doctors' surgeries, library, town hall, swimming pool, Leighton Recreation Centre)
- Online form
- A QR code (linking to the online form) on posters that were placed in public areas and in the local Matravers School in and around Westbury and the surrounding villages
- Drop boxes at key locations
- Link sent via the community area manager to network of contacts
- Face to face consultation at the events of the Westbury Music & Arts Festival
- Regular face to face consultation by manning a table at supermarkets within the town
- Radio Interview with Wiltshire BBC radio.

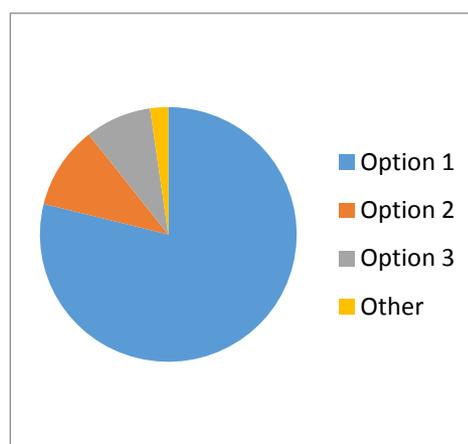
4.2 Results from second consultation

It was apparent from the first consultation that the residents of Westbury community area were strongly opposed to facilities/services moving out of the town centre and also that there was a very strong desire to retain the historic legacy of Westbury – in particular the library and swimming pool.

There were a number of options that could be explored and following extensive discussions, the WCCT decided that rather than offering up a single option for a campus, the community should be asked to consider a number of options. This would generate debate and discussion and enable all options to be looked at with a preferred option hopefully coming forward.

Therefore, the second consultation launched in August 2013 asked for a vote on one of three options:

1. A three-site campus [retaining and improving the library, the swimming pool and Leighton Recreation Centre]
2. A two-site campus [retaining and improving the library and Leighton Recreation Centre with a new 25-metre swimming pool being built on that site]
3. A single site campus [a brand new build, on a site to be determined within the environs of Westbury town centre].



It was made clear that if this option was chosen, then a call for sites would be made and the existing facilities at the library, swimming pool and Leighton RC would be moved to the new site and these buildings/land made available for sale or other uses.

At the end of the consultation, analysis of the results showed that there were 1045 responses - the largest response from any campus consultation within Wiltshire.

Of these responses,

- Option 1 received an overwhelming 78.9% support
- Option 2 received 10.5%
- Option 3 received 8.3%
- Other received 2.3%.

The biggest issues from comments were that Westbury pool is a major asset for the town and also that people are strongly attached to the current library (although there is room for improvement). There is also extensive concern about the continuing health of the town centre and a fear that an out-of-town campus would be extremely detrimental. The town centre is seen as accessible to all whilst out-of-town sites are viewed as being more difficult to access, particularly by the elderly and those without cars.

Although a good number of responses were received in the first consultation, there was an acknowledgement that for the second round of consultation the COB would need to consider targeted and innovative ways of engaging with the community to make sure many people fed their views into the process.

- Collection boxes and forms placed at public buildings, supermarkets, doctors' surgeries, schools throughout the community area.
- Online form
- Regular articles in the White Horse News
- The WCCT has always considered that face to face meetings with the public are important to ensure that the consultation as many as possible. To this end,
 - members of the WCCT attended library regularly at its busiest time
 - visited Leighton RC during the busiest evening sessions
 - attended the opening event of Westbury Music & Arts Festival
 - a letter sent to every community group (ranging from sports clubs, to Townswomen's Guild, WI, Probus etc.) seeking permission for a WCCT member to attend one of their regular meetings to discuss the consultation and seek the views of their members
 - capitalising on Westbury Town Council's Westbury at Christmas celebrations by including copies of the consultation included in the Westbury at Christmas publication
 - the WCCT having a major presence at the street event for turning on the Christmas Lights.

4.3 Results from youth consultation

In Spring 2014, young people from the Westbury Youth Advisory Group, led by the young people's representatives of the WCCT, designed a campus questionnaire for young people to complete to ascertain what they would like from a 'youth space' for them in the campus.

There were ten questions in total and the surveys distributed to all tutor groups in years seven, eight and nine at Matravers School. The aim was to capture the opinions of the age range 11-15 on this occasion with the intention of circulating the surveys to years 10, 11 and sixth form in the future

Response to the survey was excellent - of the 450 surveys sent out there was a 63% return rate.

- Most popular resources requested were a pool table, TV, computers and a tuck shop.
- They would most favour teachers (31%), followed by volunteers (28%) and youth workers (26%) to run the youth facility.
- They would overwhelmingly (86%) like an outside space available and for this to have flood lighting so that it can be used in the evenings.
- Their location of choice for the youth facility was Leighton Recreation Centre which fits well with their wish for a sports facility to utilise.

A full breakdown of the results from all three consultations can be found in Section 7, appendices..

4.4 Community engagement

The WCCT has engaged with local community groups including the Westbury Heritage Society. As part of the wider campus programme the council has engaged with a wide range of county wide voluntary and charity organisations. This showed there was considerable interest in the use of campuses with a number of organisations indicating they were specifically interested in using Westbury.

4.5 Leisure Activity engagement

Consultation has taken place with users and potential users of Leighton Recreation Centre. This has been carried out through email, telephone conversations and face to face meetings. Those contacted are summarised below:

Clubs

Westbury Cricket Club
Westbury Netball Club; indoor and outdoor
White Horse Badminton Club; indoor
Westbury White Horse Karate Club; indoor
Westbury Tae Kwon do; indoor
Trowbridge Aikikai; indoor

Football clubs using Leighton, from FA registry.

These clubs use various parts of Leighton, from outside pitch use to training indoors

Bratton FC
Trowbridge Tigers F.C.
White Horse F.C.
Dilton Rovers
Club 54
Westbury Rangers
Westbury Youth FC

Westbury Conservative Club F.C.
Prestbury Sports Bar F.C.

Other users and potential users

Fitness Suite, including Pilates, spin, active events etc
Squash
Tennis
Westbury Osteopathy Clinic
Westbury Premier Table Tennis

Others

Volleyball
Hockey
Basketball

The results of the discussions with these groups are summarised in the table contained in the appendices, and have been used as guidance along with the previous consultation responses for WCCT to consider the most appropriate facilities at Leighton to cover the widest number of activities. These discussions are ongoing and will continue through the next stages of development.

The main comments on the existing facilities are summarised below:

- Too small, not able to book when we need
- Expanded indoor halls for multiple activities
- Changing facilities are inadequate/outdated; need outside changing rooms
- Courts are old and need replacing
- Need all weather pitches
- Need covered courts
- Access around the site is poor
- Lighting needs to be upgraded to make pitches available after dark
- Sprung floor for exercise rooms
- Café/bar facilities need upgrading and to operate as a meeting place

The main requirements to address these issues and for the improvement of Leighton, to enable better use and attract a wider range of activities are provided in section six.

4.6 Service and partner engagement

The WCCT has engaged with a range of council services including the library service, the leisure service, the revenue and benefits service, learning and disability service and the registration service. The WCCT has also engaged with the neighbourhood policing team and the White Horse Health Centre. The Westbury Town Council is also represented on the WCCT.

5 Vision

The vision was developed by the WCCT based on the findings of research, consultation and engagement that had been undertaken. This vision aims to set out the overall look and feel of the proposed campus.

5.1 Look and Feel

- Any extension to the library or the swimming pool site should provide a counter point to the styles of the existing buildings. (E.g. the Holburne Museum and Bourne Hill extensions)
- All three buildings should be designed to be light and airy so as to ensure they are welcoming and people visiting them feel a “buzz”.
- Incorporate local heritage within the design and finish
- Incorporate local public art both internally and externally
- Make the library site a focal point at the end of the High Street
- Create a pedestrianised open plan piazza to the front of the library
- All sites to be open plan but with sufficient privacy
- Space to be flexible and adaptable

5.2 Customer experience

- Welcoming, attractive and interactive customer experience
- Customers receive a personalised service and feel valued
- Staff/volunteers are helpful and well informed
- Staff are incentivised
- Customer get the product/service they want/need in an efficient, helpful and well informed way
- Campus provides modern, relevant and fit for purpose products/services (leasing)

5.3 Catering

- Provide a community focus through an appropriate catering offer, via an appropriate provider, that attracts people and provides added benefits for users of other services at Leighton Recreation Centre and the library.
- Vending to be provided at the swimming pool
- Café areas to flow and integrate with other facilities services (eg incorporate art or displays)
- Appropriate staff facilities
- Emphasis on a quality catering offer
- Community catering facilities to be available

5.4 Access

- Toilets and personal care rooms to be accessible from the outside
- Campus well sign posted around the town
- Lifts at Leighton Recreation Centre, the library and potentially at the swimming pool
- Improved access by car, foot, bike and public transport to Leighton Recreation Centre that is better lit and safe to use

- Disabled parking facilities at all three sites
- Better coordination of public transport throughout the community area to the three sites

5.5 Site linkages

- Access all services at all sites (e.g. bookings for rooms, services, activities etc)
- Visually consistent and branded, inside and out, across all three sites
- Internal and external electronic info boards at all three locations
- Signage between sites
- Visual/physical pavement/route indicators linking the three sites

5.6 Leisure

- Leighton Recreation Centre to provide the majority of indoor and outdoor facilities for young people based on the consultation results with young people
- The leisure offer to be defined in the widest way to cover all recreational activities – the centre to be seen as a sport, fitness and leisure area
- Leisure facilities to include multipurpose meeting spaces
- Provide leisure facilities that increase use by existing users and encourage new users
- Create a safe and welcoming feel in the external approach and carpark of Leighton Recreation Centre
- Outdoor facilities are all weather, usable for different sports/activities and at different levels of skill and experience
- Facilities provide an attractive offer to all ages and groups
- Centre promotes a healthy lifestyle
- Indoor facilities are purpose built to enable flexible multipurpose usage
- Preserve the cricket square
- Provide added benefit attractions to attract new users and retain existing users

5.7 IT

- Online booking for all services
- Hi speed broadband with free public wifi at all sites
- Sockets throughout
- Provide a range of publically-available AV, electronic presentation, facilities, and vid conferencing facilities
- Accessible IT E.g. lopo and IT for visually impaired
- Publically available IT equipment that can be hired on site eg tablets and games consoles
- Latest/enhanced mobile reception at all three sites
- Sound proofed room for music

5.8 Facilities management and operations

- A consistently high standard of cleanliness and maintenance across all three sites, both internally and externally

- Develop a culture where users take co-responsibility for cleanliness, tidiness and maintenance
- Trust type management
- Opening hours driven by use
- Operations driven by customer experience.
- Open and effective communications with the whole community area

5.9 Economic regeneration and the town centre

- Campus, particularly the library and swimming pool sites, should drive economic regeneration and support existing businesses within the town centre by providing a more attractive and welcoming offer for people to come to the area.

5.10 Sustainability

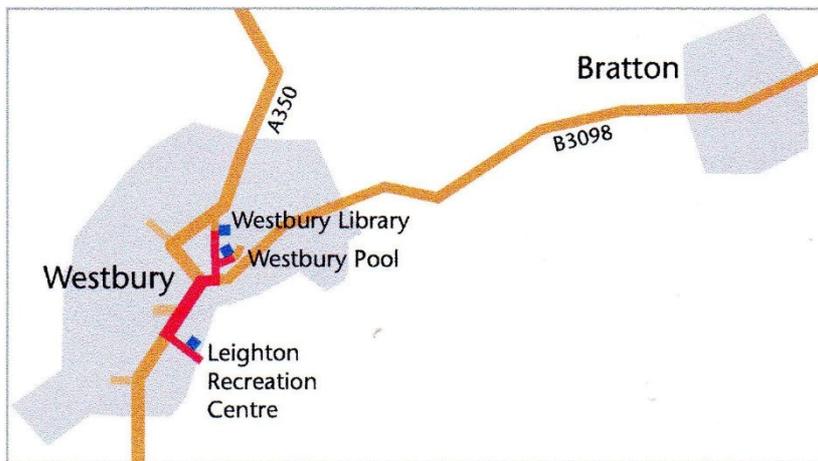
- All parts of the campus to be developed to a high standard of energy efficiency and be carbon neutral
- Encourage all forms of non-motorised transport through development of improved facilities, eg cycle rack/sheds, cycle routes, and pathways
- Designed in a flexible multi-functional way that helps to future proof the buildings to support future changes.
- The visual elements of the buildings to be designed in a way that ensure they will have a long term visual appeal

6 Campus working proposal

6.1 Introduction

In alignment with the majority of consultee responses detailed in section four, the campus proposal has been developed around the three existing facilities in Westbury - the swimming pool, the library and Leighton Recreation Centre.

It is very clear that these buildings have to be linked by improved route marking, common communications and a common look and feel, without taking away their individual character. The common elements of the proposal are therefore dealt with in the “cross campus” section of the campus proposal.



6.2 Westbury Swimming Pool

“We should keep and support our beautiful Victorian swimming baths. Such an asset to the town” – comment from first consultation

Westbury swimming pool is seen by the local community as a major asset for the community area and there is a demonstrable strong desire for it to retain its historic role as the pool for the town.



The access to the pool is constrained

It is reputed to be the oldest surviving example of a Victorian swimming pool in the country.

The pool was initially built as a bathing house for local workers by William Laverton in 1887. At that time the water was not heated and during the winter months it was covered with a suspended floor to allow for dances and athletic events. It was modernised in 1984 with a heated pool.

The building contains a 20mx6.5m pool, with basic changing facilities. It has a mezzanine floor at one end of the building that overlooks the pool.

It is well used, with mixed use by primary schools, swimming club



The interior of the Grade 2 listed pool

and the general population using the pool every day.

To make the pool more appealing to attract more users, consideration has been given to providing additional facilities, but as the building footprint fills the available land there is no opportunity to expand. Focus must therefore be on access to and the interior of the building.

There are a limited number of things that can be done within the building and these will need to be carried out sympathetically as it is Grade III listed.

Some thought was given to providing a café but as space is limited and it is unlikely there would be sufficient footfall because of the location and the single use of the building, this was not taken forward.

Thought was also given to parking but the location prohibits anything other than possibly disabled parking. This will need to be checked at feasibility stage.

6.2.1 Provision

The recommendation of WCCT therefore is that the following should be the minimum provided at the pool:

- **Extended reception.**

This to provide a more attractive and welcoming entry point, a meeting place for those coming and going from the pool

- **Refurbish existing changing rooms.** The existing changing rooms are in poor condition and unattractive; the refurbishment must provide a modern feel, with family changing, showers and proper drying facilities

- **Maintain vending machines,** Having reluctantly accepted that a café would not be sensible, WCCT concluded that the minimum provision should be for the vending machines to remain; they should provide light snacks and hot/cold drinks. While these will need to be run by a commercial organisation, the prices should be as close to cost price as possible.

- **Refurbish upstairs existing meeting room**

The existing meeting room should be renovated to the same standards as the remainder of the campus and become a “rentable space” within the campus for either public or private meetings.



Pool reception area



Changing rooms at the pool

6.3 Westbury Library

“The library should stay where it is – at the hub of the community” – comment from first consultation



Westbury library is a handsome Grade II listed building built by William Open around 1800 for the owners of Angel Mill; John and William Matravers. It was purchased by Abraham Laverton around 1855 and was lived in by his family until 1888.

It was converted to its present use as Westbury Library in 1970.

The building, which is in the centre of the town and is very well used, is currently accessible to the public only on the ground floor as it has no lift.

There are a number of existing users of the building; these are library services, the registrar, area board, community Connecting team, national careers service, youth offending team, employment and skills, learning curve, rhyme time, Westbury Readers Group, and sewing group.

There will be a need to make space available for the Neighbourhood Police Team.

Expressions of interest in use have also come from Westbury Heritage Society, Relate and Dorothy House. More widely, the following have expressed an interest more generally in use of campus assets in Wiltshire; Alzheimers Society, Stroke Association, Age UK, CAB, ASK

Interestingly the young people surveyed put the library a close second to Leighton as the preferred location of their facilities.

From the above and the natural growth that will occur once the building has been remodelled and extended it is clear that the existing and potential use of the library is significant.



First floor meeting room at Westbury library

Although the building has three floors, because of the lack of a lift, only the ground floor area at present is fully accessible by the public. The upper floors are also poorly set out for modern office/public use. The building therefore needs significant work to make it the statement building it should be.



An example of old and new buildings in harmony

Members of the WCCT have visited excellent examples of sympathetic building refurbishment and upgrade at Bourne Hill in Salisbury and Holburne Museum in Bath. These can be used as exemplars of what we should achieve with the library.

It is also very apparent that the building will almost certainly need extending, at least on the ground floor, to deliver the demands identified by WCCT. The planned ground floor use potentially doubles the area at present available. An extension and the lift provision can be a part of the new development in a similar way to the Holburne building in Bath.

A major benefit of the extension and remodelling is that the building will become a focal point in the centre of Westbury, not only because of the services it contains, but because of the impact it will make at the end of the High Street.

To enhance this impact, WCCT propose that the area in front of the Library be remodelled into a pedestrian only piazza. Clearly this will need some traffic remodelling for the local area, but properly planned will deliver significant benefits to the town.

As the centre of town focal point for the community campus, it will also house the main point of contact (the face) for all campus facilities.

6.3.1 Provision

The recommendation of WCCT therefore is that the following should be provided at the library:

- **Library services.** Library services area needs to be modernised and upgraded, with more space allocated to children's books and with improved reading areas and provision for formal reading.



Westbury's popular library

Preferred location of the library is on the ground floor with an increase in area of approximately 20% to provide the additional facilities.

The non-public area of the building is at present used to store a large number of books. These need to be moved to enable the space to be converted

- **Range of flexible community space.** A number of social spaces and meeting rooms of various sizes to enable people of various age groups and needs to have easy to access spaces which are structured to offer "user friendly" spaces. These spaces need to be flexible to accommodate the different needs of the groups listed earlier. The space should be flexible enough for it to be used for exhibitions/promotions

Initial estimate of space is for four 1-2-1 meeting rooms, plus three larger rooms for meetings/exhibitions

- **Flexible office space for council and partners (hot desks).** As with the other satellite council offices in Wiltshire, these will be fully flexible and enable council officers to make full use of council facilities (IT/phone etc)
- **Space for Heritage Society permanent display and information.**
This will provide a greatly improved focal point for the town and also deliver tourist type information as part of its brief. For that reason it needs to be based on the ground floor to maximise footfall and access for casual (tourist type) visitors
The aim should be to make the space interesting for the casual visitor and also enable those wanting more in depth information to be able to study.
- **Continued provision of registration service.** The Registrar requires a private meeting room that can probably be accommodate in the flexible community space one-two-one rooms.
- **Neighbourhood policing team based in building.** Police require dedicated space, to accommodate three to five people. Access is required 24/7, with parking for three police cars. They will also require their own meeting room and dedicated equipment store.
- **Café.** To enhance the look and feel of the Library, WCCT believe that it is important that a café is established in the building, (similar to that in the Holburne Building, Bath).
This will provide a social meeting area for the people in the town, direct additional focus on the Library as a community hub and provide a space for informal one-to-one meetings, as happens now, for example, in County Hall.
Café size needs discussion with potential providers of the service with additional space for food preparation. However, care will need to be taken to ensure that any catering facility complements other similar local businesses.
- **Clinical room.** A clinical room will be provided to enable treatment and in order that people with limited mobility can be treated and then have some social interaction using other parts of the library facilities. This space needs to have a treatment area, be easily cleaned and have a hygienic sink
- **Personal care room.** Access will be required to this 24/7 by key/swipe card or similar.
- **Toilets.** Facilities needed for disabled people.
- **Reception area for the campus single point of contact.** To be up front in the building, be well signed and have links to all the facilities in the campus.
- **Building and surrounds modifications.**

- Remodelling of existing internal floor space; to deliver rooms/community space as above
- Installation of a lift; to make the building fully accessible to the community.
- building extension and some remodelling of the outside space; needed to house the additional services occupying the building, including Police car parking.
- Piazza outside library; to enhance the area and to give the building presence in the town.

6.4 Leighton Recreation Centre

“Expand Leighton sports facilities” – comment from first consultation



Leighton Recreation Centre

To put Leighton in the context of the needs of the community area, it is important to realise that the community area is growing with population growth exceeding forecasts, at **some two-and-a-half times the Wiltshire average.**

With new housing focussed on young families, the demographics of the area are also changing and provision of opportunities for active leisure is essential if Westbury is to avoid becoming a dormitory town, where the community go elsewhere for leisure activities. To an extent this is already

happening as the present facilities at Leighton cannot provide a number of popular activities. The closure of the youth centre has exacerbated the problem of inadequate provision.

As highlighted in section three, the community area suffers from a number of health and wellbeing issues which can only be helped by providing enhanced and variable facilities, particularly those that support a more active lifestyle.

Leighton is a busy leisure centre with multiple activities taking place both inside the building and on the sports fields. Refer to section four, for more details of clubs and activities at the Centre.

At present the centre has outside:

- Cricket grounds
- Two football pitches (only when cricket is not played)
- Three outdoor tennis courts, in poor condition
- Car parking for approximately 70 vehicle



Sports fields at Leighton

The centre building, which is of fairly basic construction, contains:

- two squash courts
- A hall set out for either two badminton courts, netball or football; it is also used for fitness classes of various types
- Ground floor changing rooms, used for both inside and outside activities
- Gym space
- A small exercise room
- A small treatment room
- A café/bar area

Additional leisure activities were requested by many in the consultation phase and existing users have expressed serious interest in adding to the activities, but with the present constraints of access, the existing building and land availability, delivering the potential is not possible without investment.

6.4.1 Provision

WCCT have reviewed the results of the consultation and carried out further research with existing and potential users of the facilities. This has informed our proposals for the development of this part of the campus. Increasing/improving the facilities will attract more users to existing activities, but more importantly will generate interest in activities that do not take place at the leisure site for various reasons at present. We have therefore provided within this proposal not only to support the existing activities but to encourage other use.

WCCT believe that the plans set out will deliver such a result.

The proposals will need to be discussed further with the users of the centre in detail to make sure that the feasibility study takes account of further integration of the individual areas proposed.

It is clear, for example, that 3G pitches have a potential multi-sport use offering opportunity for football, hockey and rugby use with the right design of pitch. There is a significant pent up demand for such a facility in the community area.

Also clear is that other sports such as netball, badminton and tennis can share common facilities, indoor and outdoor, making provision much more efficient.

To maximise the benefit of such a multi-use development there will be a need to have strong leadership in the Centre, ensuring fair and sensible use. This will need to be addressed in the detailed planning for governance in the long term.

6.4.2 Internal provision

As described above, the building houses a large number of activities, including a fitness suite, squash, badminton, 5 a-side football, martial arts and dance. A large number of these activities use the common space and there is pent up demand for use as there is not enough space to allow some activities all the time they would like to run a full provision.

- **General upgrade and refurbishment.** The building is in good basic condition but is shabby and unattractive. It needs a serious facelift to maximise appeal.

Extended gym. The gym has recently been refurbished and provides a range of aerobic and weight lifting facilities. To maximise the membership and to draw people back to Leighton the range of equipment should be increased, which will require the area to be expanded. Much more should be made of promoting these facilities.



Leighton gym

- **Extended sports hall.** The sports hall is at present used for at least 10 different activity groups throughout the week. All these groups consider that there is pent up demand in their particular activity that could be served by providing additional space. Providing similar areas would accommodate most, if not all, the area needed to support such a need. Consideration needs to be given as to whether this area has a sprung floor.
- **Two flexible community spaces;** including one with a large sprung floor for use in exercise classes (Pilates, Zumba, Tai Chi) and a second with a softer more relaxed finish, soundproofed for music practice.
- **One-to-one meeting space;** use for private meetings
- **Café;** café facilities for post activity social meeting. All sports clubs have expressed a keen interest in having such a facility for pre match/post match social meetings and also as a waiting/meeting point for parents who bring children to take part in club activities. The café could be based upstairs making use of the existing facilities but see reference to the lift below. The café should have a licensed bar.



Bar area at Leighton

- **Lift;** the building has only a stair lift at present. This is not conducive to casual use and is a great hindrance for those who might need to access the upper floor. This will include wheelchair users but will also include the likes of mothers and babies (pushchairs).
- **Increased storage space.** A common complaint from all users of the facility is that there isn't enough storage space - a need to be able to store more equipment that can be easily accessed and rolled out for various activities. Examples such as spin classes, table tennis, gymnastics. Space needs to be next to sports hall and community space.

6.4.3 Outdoor provision

The area available for pitches/courts/parking etc is tight and is efficiently laid out for what takes place at present; any plans for additional activities or more facilities for the same activities will need careful thought and planning.

Particular focus should be on the improvement in the use of the facilities in poor weather, as has been experienced over the past few years and is likely to continue. Climate change is bringing problems for outdoor sports and needs to be taken into account in planning future facilities. Consideration should be given for a range of facilities such as 3G artificial pitches, more covered sports areas and better access around the grounds in order that sports are continued to be played outdoors throughout the year.

- **All weather outdoor facilities.** An absolute minimum of one 3G pitch, building scope to expand into planning. Evidence from all football clubs using the facilities is that 3G pitches are an essential requirement. Some clubs have actually said that they would play their matches normally on a 3G pitch in preference to turf. 3G pitches are also now the standard surface for hockey, providing an ideal playing surface. While care will be needed in selecting the appropriate surface for multiple sports use, provision will attract a wider variety of sports. Careful review of future use should be a key part of the feasibility stage including schools and college teams who should be encouraged to use Leighton.
- **Improved tennis facilities.** At present Leighton has outdoor tennis courts; these are remote from the main building, have very poor access and no facilities adjacent for changing or for general pre match meeting or spectator shelter. Having had feedback from a number of players who used to use Leighton and now play elsewhere, it is clear that significant improvements need to be made to encourage use. This should include greatly improved access to the courts, ideally moving the courts much closer to the main building; the



Tennis courts at Leighton

consideration of all-weather outdoor courts and indoor facilities as is provided on a number of other sites in Wiltshire; as well as significant improvement for the social side of the facility (see café area above)

- **Multi use games/practice area**, ideally close to the main building to cater activities including tennis, basketball, and youth activities
- **External changing rooms**. At present the only changing rooms are internal. It is essential that externally accessed changing rooms are provided to enable outside sports to change without needing to use inside space. These will require their own shower and cleaning facilities.
This will also make it possible to improve the internal changing rooms to reflect the leisure activities taking place within the building
- **Hard standing pathways linking external facilities**. At present access across the site is not good, particularly in bad weather. Provision of properly lit walkways (possibly covered) around the site is essential as a part of the upgrade of the facilities
- **Better access (both pedestrian and vehicular) to site**. At present, access to this part of the campus is particularly poor. Significant improvement to this access is needed to cater for increased attendance through the improvement of all the facilities and also this will, in itself, encourage more use.
- **Improved lighting**. Improved lighting to the sports areas will encourage more use and is essential to support extended use of the facilities.

6.5 Cross campus

Since the consultation gave such a strong endorsement to the three-site campus, our development thinking has continued to consider how to make the sites “feel” like one campus in the town.

This thinking has ranged from a common theme of decoration for all, to easy links between the sites. The key elements of this are listed below, however these will be further developed at the next stage.

- **Better coordination of public transport**. This needs to be reviewed to make campus access easier for the whole community area. Particularly as Leighton is remote from the centre, it is essential that careful consideration is given to how people can easily get there from both the centre of town and the wider community area.
- **Signage to campus**. Simple, clear signage between campus sites, including coloured route markings, visual pathways, to make the inter building journey as easy as possible
- **IT linking all three sites providing a single point of contact**. To enable ease of use of other buildings, IT links providing such things as common booking, room availability and booking, course timings, return of library book

etc. etc. this will give a common look and feel to all three buildings and give the campus its identity

- Use of on line booking for all services and activities offered by the campus
- **Interactive AV (inc. TV) across sites.** All common spaces, meeting rooms and community areas to be provided with audio visual capacity. This will enable rooms to be used for video conference and presentations/talks. This can also be used for special TV events (e.g. major sporting events), encouraging use of campus buildings for social meetings at these events. Examples of use of this have been picked up in the various surveys we have carried out. The young people survey had at the top of its list TV facilities; the “soft” community area at Leighton along with AV will provide that. A social area for older people to meet at the library will include the ability to watch TV.
- **Public WIFI.** A common public provision in all buildings is essential

7 Next steps

On approval of the proposals by the area board, the WCCT will assist the Transformation Team by clarifying any issues relating to the campus working proposal to enable further research and to develop detailed briefing for design principles and feasibility studies.

The WCCT will continue to:

- Work with the transformation team to develop the design principles
- Support and review the feasibility studies that will assess existing infrastructure and establish the basis for improvement/expansion to meet the requirements of the campus working proposal.
- Conduct further detailed discussions with a range of partners and services who are and may be using space in the campus in order to further refine their requirements and incorporate those into the design at an early stage
- Further update the working proposal to match the outcome of the further discussions
- Examine all travel means and alternatives to and from the campus sites, including community transport links to the villages to improve inter-building access
- Develop and implement a communications plan to ensure all voices in the community are heard and residents are informed of developments
- Continue to update the area board regularly as to progress and any issues that might arise in the development.
- Work with the transformation team to develop the business case to be presented to the Wiltshire Council cabinet for approval.

8 Appendices

1. JSA <http://www.intelligencenetwork.org.uk/local-area-profiles/>
2. Westbury Vision and Scoping Study
3. Consultation Round 1 report <http://www.wiltshire.gov.uk/westbury-campus-questionnaire-results.pdf>
4. Consultation Round 2 report (see attached)
5. Consultation Youth Survey – results (see attached)
6. Summary of consultation on Sports and activities at Leighton
7. Cabinet Report
<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?Cid=141&Mid=512&Ver=4>
8. Leisure Review
<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?Cid=141&Mid=509&Ver=4>
9. Core Strategy
<http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/wiltshirecorestrategy.htm>