

AGENDA SUPPLEMENT (1)

Meeting: Warminster Area Board
Place: Chitterne Village Hall, Chitterne
Date: Thursday 4 July 2013
Time: 7.00 pm

The Agenda for the above meeting was published on 26 June 2013 and indicated that the report detailed below would be to follow. This is now available and is/are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718376 or email stuart.figini@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

7. **Shadow Campus Operations Board**_(Pages 1 - 24)

DATE OF PUBLICATION: 27 June 2013

This report supports a presentation to be given at the Warminster Area Board meeting on the 4th of July 2013 by Lucy Murray Brown, Head of Campus Delivery & Operational Models.

Purpose of Report

To update the Warminster Area Board on the community campus programme and to enable members, if they wish, to resolve to set up a Shadow Community Operations Board for the Warminster Community Area.

Background

1. In February 2011, Wiltshire Council's Cabinet approved a programme of work to develop community campuses, which sought to improve service delivery through the improvement of operational estate and reduction in the number of unsustainable buildings owned or used by the council.
2. A campus is a building, or collection of buildings, in a community area that supports the services communities need in easy to access location/s.
3. In this sense the term 'services' can be considered all encompassing and includes services delivered by the Council, its partners, other public service and voluntary sector providers.
4. This is a form of tailored local service delivery developed by local communities, for local communities. Secondary to this is the concept of achieving long terms sustainability, operating certainty and environmental savings by co-locating services.
5. In February 2011 Cabinet approved an approach to developing governance arrangements for the emerging community campuses and other operational estate that will deliver value for money services tailored to local need.
6. The establishment of the Shadow Community Operations Boards (COBs) provides the basis for the ongoing development and assessment of options for alternative delivery models.. This work will be further supported through a three- year learning partnership between the Royal Society of the Arts, Commerce and Manufactures and Wiltshire Council.

Main Considerations

7. Shadow COBs have been established in fifteen community areas with a further three in the process of development.
8. The Shadow COBs work under the auspices of the Area Boards therefore maintaining a direct link to local elected representation whilst enabling a community-led approach to campus proposals.

9. This is an opportunity for local people to be involved and community involvement is critical to the success of campuses to ensure they reflect the needs of these communities.
10. Creating a campus offers a real opportunity for communities to influence the services in their community area directly, and to plan for the future
11. The design and service offer of each campus directly reflects the needs of the area it serves; each campus will, therefore, take different forms and will be driven by different factors resulting in tailor made points of delivery across the county.
12. It is a key role of the Shadow Community Operations Boards (Shadow COBs) to consult with local people and develop the specification and proposal for a campus for their community area.
13. The Shadow Community Operations Boards are established by Area Boards in line with the terms of reference (available in appendix A).
14. There are places for up to 8 members of the community on Shadow COBs, including an elected representative from the Area Board. The Shadow COB membership has been designed to reflect a broad range of representatives from across the community area. More detail on Shadow COB membership is available in the Terms of Reference.
15. A member of the Shadow COB representing a specific area of the community will be required to liaise with and to represent the interests of everyone within that group.

Summary

16. In summary, Warminster Area Board members may consider resolving to set up a Shadow Community Operations Board for the Warminster Community Area.
17. This means an expression of interest window will open for members of the community and representatives of community groups to come forward and express an interest in being a member of the Shadow COB. The Area Board will then consider the expressions of interest, and look to appoint the group.
18. The expression of interest window will be open until the 27th of August 2013 and forms can be found as an appendix to this report or on the campus website <http://www.wiltshire.gov.uk/CommunityCampuses>

Report Author: Rachel Goff, Campus Delivery Manager

Background Papers – all background papers are included as appendices to this report

- PowerPoint slides from the presentation to the Area Board on the 4th of July
- Shadow Community Operations Board Terms of Reference (v4)
- Expression of interest form
- Benefits of co-location

Warminster Area Board

Thursday 4th July 2013

The Development of Community Campus Facilities

Lucy Murray Brown
Transformation Programme

Background

- A campus is a building, or buildings, in a community area that will provide the services the local community needs in an accessible location
- Local community involvement critical to the success
- Reduces the long term financial, environmental and operational pressures on operating aging, low quality buildings
- Potential to co-locate with partner and voluntary organisations
- Encourages the council to explore wide ranging innovative management and operational arrangements
- Core criteria to all campus buildings include shared reception, community space, accessible IT provision, personal care facilities and catering facilities

Developing a Campus Proposal for Warminster

Indicative sequence of events

- Initial Area Board meeting – July 2013
- Audit and research work – autumn/winter 2013
- Community consultation phase one – winter/spring 2013/14
- Community consultation phase two – summer/autumn 2014
- Area Board consideration – autumn/winter 2014
- Council consideration – winter 2014/15

Developing options for management

- Testing the principles of community led management of local services
- The role of the Warminster Area Board
- The role of the Shadow Community Operations Board (COB)
- Representation on the Shadow Community Operations Board

Expression of Interest closing date: Tuesday 27th August 2013



Questions

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CAMPUS AND OPERATIONAL DELIVERY PROGRAMME

Campus & Operational Estate Management Workstream

Draft Terms of Reference for Shadow Community Operations Board

1 Background

On 15 February 2011 Wiltshire Council's Cabinet approved the implementation of the Campus and Operational Delivery Programme. The Programme will:

- Work with local communities to develop, facilitate and deliver community campus buildings across Wiltshire which seek to co-locate existing Council and partners services in one accessible location (or possibly more if appropriate) in a community area.
- Carry out the development of campus facilities in line with the Campus and Operational Management workstream principles (noted in section 2 of this document).
- Implement the Preliminary Management Project which will test the potential to develop some form of community driven strategic non -profit distributing organisation to deliver and support public services across Wiltshire.

Some of the benefits that the Council is seeking to achieve from a campus are:

- Accessible facilities that accurately reflect the specific needs of the local area being served.
- Reducing the Council's estate producing an estimated 40% reduction in operational costs across all estate (this is an estimation based upon an initial assessment of the impact of the Workplace Transformation Programme which preceded the Campus and Operational Delivery Programme).
- Combining point of contact arrangements and improving accessibility to services.
- Developing and providing sustainable and energy efficient buildings.
- Ensuring long term flexibility in terms of the use of space is fundamental to the design.
- Developing the synergies between the management of individual services at a community level.
- Working with communities to develop a coherent and effective volunteering policy relevant to the local campus.
- Reducing the current overall risk to the Council from aging, disparate and inefficient buildings.
- Increased, beneficial and sustainable partnership working.

Fundamental to the successful implementation of the programme is the commitment to empower local people to have a direct influence on the delivery of public services in their area. This supports the concepts of Localism and the decentralisation of decision making to local communities.

In order to facilitate the above the area boards will establish Shadow Community Operations Boards, reporting into the Area Board, who will make final recommendations to Cabinet for their consideration. The Shadow Community Operations Boards, will, subject to the agreement of the Area Board, take on a key role in coordinating and leading communications, influencing, and local engagement. This will cover areas such as the consultation processes, commenting on facility design and development and the ongoing indirect management and strategic planning of the resulting campus facility.

The Shadow Community Operations Boards will be in place from April 2011 until the Council determines otherwise.

2 Campus Management Principles

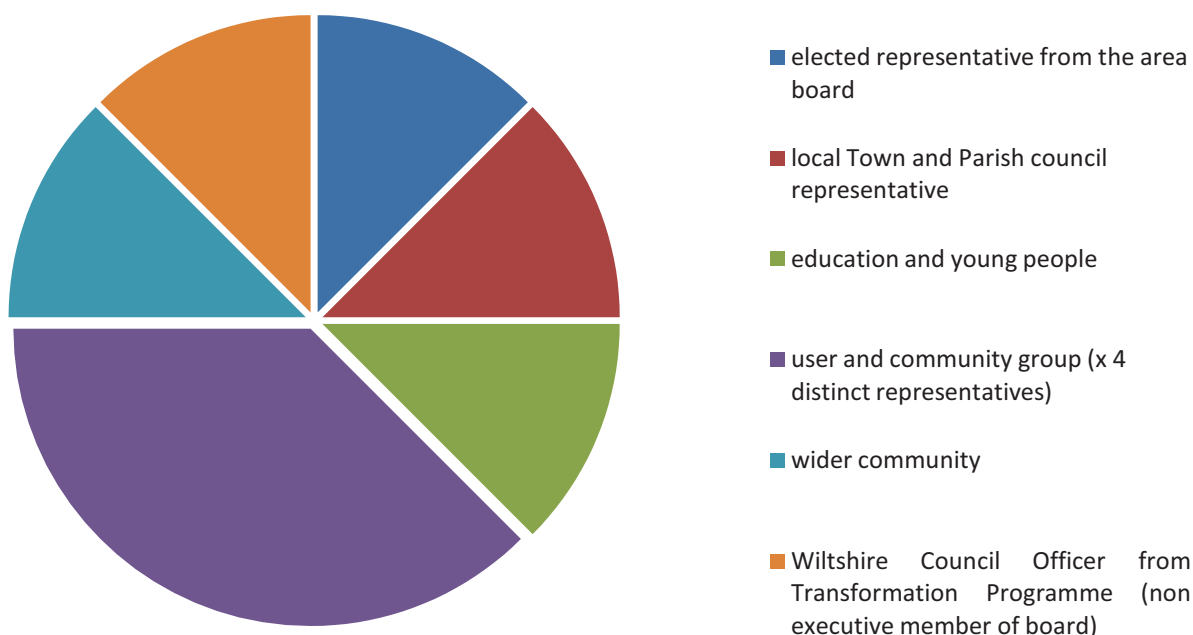
The Shadow Community Operations Board will need to work with the Council and its partners to ensure that the following approved principles are delivered:

- (i) Create an environment which empowers local people to directly influence the delivery and improvement of unique needs based services in their community.
- (ii) Ensure a singularity of vision to enable local needs to be foremost in strategic planning and operational service delivery.
- (iii) Be proactive in meeting economic challenges and widen the scope for investment in services and assets.
- (iv) Share the accountability for service delivery with the community and partners.

- (v) Secure a sustainable and innovative form of management that complements the evolving national context of the localisation of service delivery.
- (vi) Promote social inclusion and resilience by increasing accessible opportunities for volunteering and community involvement
- (vii) Make specific provision for accessible opportunities for partnership working.
- (viii) Provide accessible local decision making processes and governance structures.
- (ix) Provide opportunities for a consistent and sustainable support network for the voluntary and community sector in Wiltshire.
- (x) Provide a consistent strategic vehicle for all services in a locality that is financially robust and able to respond to the changing face of the public and community service delivery rather than a range of competing initiatives based on existing service models.

3 Membership

The shadow community operations board membership will be determined by the Area Board and should consist of an appropriate, mutually agreeable representative from the following broad sectors of the local community area:



- (i) There will be one representative for each party identified.
- (ii) The board will need to nominate a chairperson at its inaugural meeting.
- (iii) The board will need to determine if the suggested representation appropriately reflects the description of the party.
- (iv) There will be up to four representatives identified by the user and community group sector and approved by the Area Board. Such representatives should be selected so as to ensure proper representation from distinct interest groups within that sector.
- (v) The Wiltshire Council liaison representative will be an officer from the Transformation Programme and will be invited to sit on the board as a non-executive party.
- (vi) Each party should endeavour to be represented at each formal meeting.
- (vii) Each executive party will have equal rights.
- (viii) The chairperson may, in consultation with the area board representative on the COB, co-opt on non-executive representatives of the community as appropriate.

4 Roles and responsibility

4.1 Community leadership & engagement

- (i) On behalf of the Area Board, provide effective community leadership and accountability and ensure the workstream principles are met.
- (ii) As required by the Area Board, to effectively manage the communications of the project within the community area and to liaise with the officer working group to ensure any locally focused communications

plan complements the wider strategic communications plan.

- (iii) To make representation to the Area Board based on ongoing community engagement and consultation to determine or recommend levels of services provided within each phase of the project.
- (iv) To work with the Area Board to identify local partners and facilitation and support of sustainable partnership working.

4.2 Responsibility for outcomes

- (i) To define community need and make recommendations to the Area Board over facility specification and operations.
- (ii) Support the Area Board in the delivery of the campus building.
- (iii) On behalf of the Area Board develop, and subject to future cabinet approval, implement a local volunteering strategy (specific framework for the engagement and management of volunteers) to support the campus.
- (iv) Influence the campus design and specification where appropriate by recommendation to the Area Board
- (v) Positive engagement in the ongoing strategic planning, programming and operation of the campus

4.3 Project coordination and reporting

- (i) To develop a community led action plan that clearly sets out the approach the shadow board will take and seek Area Board approval for this
- (ii) To assist the Campus and Operational Delivery Team in developing, managing and monitoring the progress and delivery of an action plan
- (iii) To assess any potential risks and advise the Campus Management Working Group and Area Board accordingly.
- (iv) To develop a marketing plan and strategy, to be supported by the Council, that sets out the proposed approach to maximising sustainable community use of the campus facility, subject to approval by the Area Board and Wiltshire Council Cabinet
- (v) To ensure a co-ordinated community approach to the engagement, development and operation of a campus facility.
- (vi) To report progress and make recommendations to the Area Board and officer working group for improved services, community orientated services based upon need, facility development and local opinion
- (vii) Partner role in the wider management options and governance appraisal

4.4 The role of Wiltshire Council

- (i) The ultimate responsibility for all service delivery and responsibility for the delivery of the Campus will remain with the Council for the duration of the campus delivery project.
- (ii) There may be elements or decisions required that will need to be determined by elected members of the Area Board or Cabinet following recommendation to them by the Area Board
- (iii) The Council will endeavor to support the approach the Shadow Community Operations Board takes where that approach supports the principles set out in section two of this document and has been supported by the Area Board

5 Outcomes

- (i) The local community and partners in the widest sense are informed and proactively engaged with the process of delivering and the future operation of a community campus.
- (ii) The community campus is delivered within the timescales set, with full proactive engagement from the local community and the service delivery meets local needs.
- (iii) The community-led aspect of campus delivery is clearly defined, managed and continually assessed to ensure maximum use of the facility by the local community and continued engagement in concept of local people directly influencing the delivery of local services.

6 Confidentiality

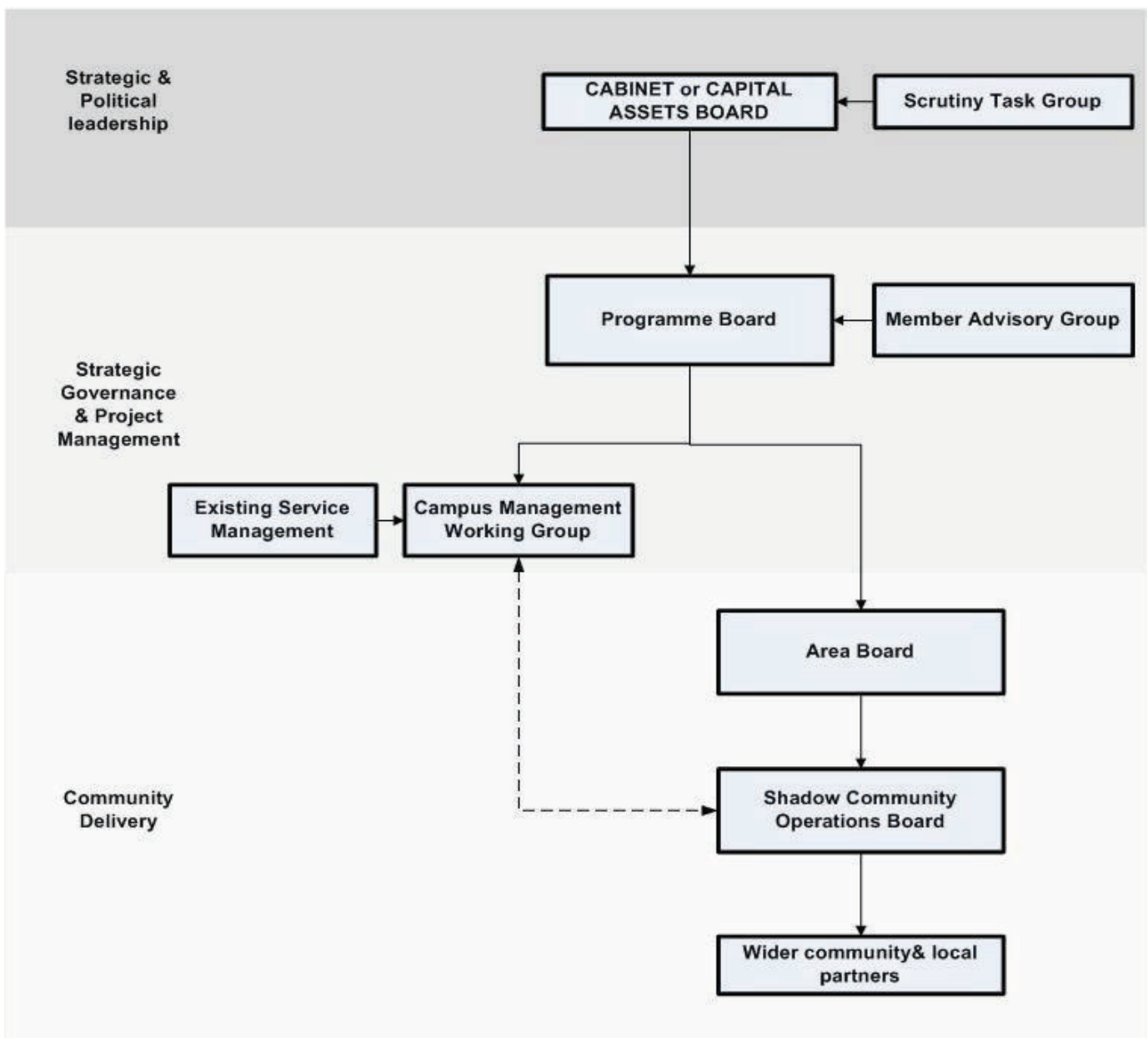
Whilst most information provided by the council or other participants or partners will be non-confidential in nature there may be occasions when due to the commercial nature of discussions or where matters are relevant to policy development by the council, it may request that individual information or items are confidential and as such the Council requires all members of the Shadow Community Operations Board to sign non-disclosure agreements. Should any participant be unable to respect this request they must absent themselves from the meeting prior to discussion and consideration of the relevant item.

7 Governance Arrangements

There is a need to implement an interim governance structure that provides an appropriate framework to operate. It should be noted that managerial responsibility for operations, health and safety, staff etc remains with the Council for the duration of the project however there is scope for the Shadow Community Operations Board to influence, plan and programme services, subject to Cabinet approval following a recommendation from the Area Board. A chart showing the relationships between the various parties is noted below.

- (i) The Shadow Community Operations Board will meet as necessary and as determined by the Board.
- (ii) The Shadow Community Operations Board will be chaired by a representative elected by the Board.
- (iii) The Shadow Community Operations Board will report to the Area Board, but where request to do so by the Area Board, may provide advice directly to the Campus Management Working group, which is a cross departmental officer team coordinated by the Campus and Operational Delivery Programme.
- (iv) The administration of the Shadow Community operations Board will be the responsibility of the Board itself.
- (v) There may be occasions whereby sub-groups of the Shadow Community Operations Board will be necessary. In this instance any sub-group will report directly to the Shadow Community Operations Board in governance terms.

Preliminary Management Project Governance Arrangements



Draft Campus proposal frequently asked questions – September 2011

The following answers are intended to provide a response to general questions which people ask about campus proposals. Each campus proposal will be different and this document is intended only to provide answers to questions often raised by Shadow Community Operations Boards as they begin their work. The answers provided are not intended to pre-empt any formal decision making processes.

Glossary:

Wiltshire Council's Cabinet	The Cabinet is the executive branch of Wiltshire Council. It consists of the leader of the council together with at least two, but not more than nine members of the council appointed to the Cabinet by the leader of the council. The Cabinet will carry out within the council's policy and budget framework all of the local authority's functions which are not the responsibility of any other part of the local authority, whether by law or under the constitution.
Area Board	The Area Boards are a new way of working to bring local decision making back into the heart of the community. They are a formal part of Wiltshire Council that try to find solutions for local issues such as road repairs, traffic problems and speeding in villages, litter, facilities for young people and affordable housing. People who work with the 18 Area Boards include councillors, community area managers, democratic service officers together with one member of the council's top decision making committee, the cabinet. It also includes the local NHS, fire and emergency services, police, town and parish councils, community area partnerships and many other groups.
Shadow Community Operations Board (COB)	A group of community representatives, determined by the Area Board and working under the auspices of the Area Board, who will influence, recommend and consider the detail of the emerging campus facilities both in terms of how they are designed and how they will operate on a day to day basis
Campus	A building, or buildings, in a community area that provide the services the community area needs in an accessible location. This may also include partner services.
Community Area	A community area is a group of electoral parishes which form a community area. More information about community areas can be found here

Questions re general context	
What is a campus?	<p>A campus is a building, or buildings, in a community area where people can access local services. Campuses could be new or existing buildings and may also be used to provide partner services. One of the main ideas behind campuses is to create flexible space which can be used more efficiently for a variety of purposes and by a variety of people or organisations.</p> <p>Community campuses will be developed through input from local people to ensure each campus is as individual as the community it serves. What a campus will look like, what services will be provided, or where it will go, will be community led and subject to extensive consultation with local people and partners.</p>
What will be in a campus?	<p>All campus buildings will include a shared reception, community space, accessible community IT, 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.</p> <p>The Shadow Community Operations Board has a responsibility to help define community need and make recommendations to the Area Board over facility specification and operations.</p> <p>This means that the Shadow Community Operations Board has a key role in engaging with the local community and are the key conduit for consultation with local communities. The Shadow Community Operations Board will also engage with and directly influence the design process for the community campus to ensure that the needs of the wider community are reflected in the design and operation of the campus facilities.</p>
Why are Wiltshire Council looking to	The aim of a campus proposal is to make maximum and efficient use of the council's

develop campus proposals?	<p>buildings – both new and existing – and create campuses that deliver more for local communities.</p> <p>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.</p> <p>Having a campus also creates opportunities for a variety of organisations to work with the council and benefit from similar improvements in terms of better service delivery at lower cost and thus be more sustainable in the longer term.</p> <p>The campus proposals build on the principles established in the leisure review, conducted during 2010 which proposed investment into facilities across Wiltshire and the potential to transfer some facilities to local community management. The outcome of the leisure review is to be delivered via the Transformation Programme, through the development of campus proposals. The principles of the leisure review remain– the difference is that any transfer of management or responsibility will be done within the wider context of how potentially all campuses could be managed as opposed to separate solutions for each campus or leisure facilities. It is hoped this approach to transfer would ensure services are sustainable in the long term and it allows the Council to further test the proposal before committing to any transfer.</p>
Who will decide our campus goes ahead?	<p>On the 15th of February 2011 Wiltshire Council's Cabinet approved a paper which outlined the principles of developing campus proposals across Wiltshire, along with identifying pilot areas where the principle of community led management can be tested.</p> <p>It is ultimately local elected Members who will decide whether to approve the submission of a campus proposal to Wiltshire Council Cabinet. In turn Cabinet will decide if they wish to provide the finances required to go ahead with the campus development.</p> <p>The development of campus proposals will be directly informed by local people</p>

	through extensive consultation, which will be facilitated by the Shadow COB. The initial phase of consultation is an essential part of the process to ensure services included in a campus proposal are what people across the whole community feel are needed now, and the Shadow COBs will encourage as many people as possible to feed in their views throughout the process
Have you looked at what it would cost to run existing buildings cheaper? Is there no cheaper option?	The current ageing and largely inefficient dispersed estate is simply unaffordable over the medium to long term and in some cases no longer provides an appropriate service to local people. The most affordable option for safeguarding local services and to ensure long term sustainability is to reduce the amount spent on running these buildings by co-locating them on a single site in a modern, efficient and fit for purpose building.
Who are the Shadow Community Operations Board and what is their role?	A Shadow Community Operations Board (Shadow COB) is a group of community representatives, determined by the Area Board and working under the auspices of the Area Board, who will influence, recommend and consider the detail of the emerging campus facilities both in terms of how they are designed and how they will operate on a day to day basis The Shadow COB have a key role in representing the views of and consulting with the local community about campus proposals.
Questions re co-location	
How will it be run - will the community be expected to run it?	If approved by the Area Board, the Council will be exploring potential community led campus management through the implementation of a Shadow Community Operations Board. This will form part of a pilot project that will be carried out in areas across the County. For the duration of the pilot the Council will retain responsibility for the majority of services operated from the campus.
Who will use the shared desk space?	Shared desk space – or hotdesking space – would be for use by community-based council and partner staff working in the area. For example this may be Social workers or Neighbourhood Policing team staff or other partners as necessary or appropriate. There will also be 'touch-down' space for use by other council officers who have

	<p>arranged to see customers in the campus e.g. from the Housing or Planning services among others</p> <p>Further desk space could be available for other partners such as local town and parish councils or voluntary/community sector groups. If approved by the Area Board, it is intended that a Shadow Community Operations Board consider this aspect of collocation and make recommendations.</p>
<p>Will people in existing facilities lose their jobs?</p> <p>Will jobs at the campus be offered to local people first?</p>	<p>For many of the proposed services trained staff will still be required to operate within or from the campus however the intention of the campus project is to co-locate services on a single site, which could potentially lead to some economies of scale in staffing in some areas e.g. shared reception areas.</p> <p>In the event that additional staff are required then an equitable recruitment process would be carried out.</p>
Questions re transport	
Will people need to pay for parking?	This has not yet been determined as it will be considered as part of a travel plan. If approved by the Area Board, a Shadow Community Operations Board will also have a role in representing the community's views on this matter and making recommendations for consideration.
Questions re project funding	
Where will the money come from?	The project would be funded through the council's capital programme.
Is there a chance that we could run out of money half way through the project, having abandoned existing facilities?	<p>Unless closure is absolutely necessary for public safety reasons it is intended that existing facilities remain open until new campus facilities are available for the public.</p> <p>Funding from the capital programme has been committed to the first tranche of campus projects, including Melksham, and has been programmed in to council spend over the relevant financial period to ensure the project can be completed.</p>
Will local / Wiltshire-wide Council tax go up to pay for it?	No, the capital funding for the programme is budgeted within the council's current business plan.
How long will it take to recoup the costs?	In the long term a single site campus facility offers significant financial savings, but the

	<p>exact detail of the business case will not be possible to develop until the design and planning stage of the building and the location is identified by members.</p>
<p>Is the project ring fenced and have the funds been allocated?</p> <p>Is there is a need for a campus when Council services are being cut and could the funds could be more sensibly used to improve other services?</p>	<p>The project would be funded through the Council's capital programme. The capital funding for the programme is budgeted within the Council's current business plan.</p> <p>Community campuses will be developed through input from local people to ensure each campus is as individual as the community it serves. What a campus will look like, what services will be provided, or where it will go, will be community led and subject to extensive consultation with local people and partners. You can have a direct influence in this by taking part in the consultation process as outlined below.</p> <p>The aim of the campus proposals is to make maximum and efficient use of the council's buildings, both new and existing, while delivering more for local communities. One of the benefits that Wiltshire Council is seeking to achieve from the development of campus facilities across the county is that the Council's estate is reduced. Broadly speaking the Council is looking at a 40% reduction in the future operational costs across all estate (this is an estimate based upon an initial assessment of the Workplace Transformation Programme which preceded the Transformation Programme).</p>
Facilities in a campus proposal	
Will there be disabled [swimming] baths with hoists?	The campus and all its facilities would be fully accessible for disabled users, above and beyond the standard statutory building requirements. This includes the swimming pools.
Will all local services and facilities be included in a campus?	<p>There are a number of benefits of co-locating services in one place, which are outlined in the „benefits of Co-location“ document, which is available on the campus pages on the Council's website.</p> <p>The services provided within any campus will be, within reason, defined by community need and advised through the consultation process and work done by the Shadow COB.</p> <p>The development of campus proposals provides the opportunity for considering how</p>

	<p>services are currently provided and if there are any gaps in provision so improvements can be made.</p>
<p>For meeting Council officers will it be appointment-based?</p>	<p>A single reception desk in the campus, manned by council staff, would be able to assist with the majority of customer enquiries. However if a member of the public wanted to speak to an officer from a particular department – the majority of whom are based in office ‘hubs’ – it would be necessary for customers to make an appointment or to attend ‘surgeries’ whereby staff would be available to meet local people and deal with specific enquiries</p> <p>It should be noted that if approved by the Area Board, a Shadow Community Operations Board would be able to review the services offered in the campus in order to ensure the services best respond to local need.</p>
<p>Will GPs surgeries be replaced by one at the Campus?</p> <p>What will be in the health centre?</p> <p>Are health services putting money into it?</p> <p>Has the NHS/health services agreed to it?</p>	<p>GP surgeries are primarily privately-run businesses which would not be replaced by a community campus.</p> <p>However, subject to the agreement of any future Shadow Community Operations Board (assuming approval by the Area Board) we would continue to explore opportunities with the health sector regarding their involvement in a campus, as we do across the emerging campus estate.</p>
Facilities Management	
<p>Who will ensure that different groups and users of a campus have enough time and space to use facilities according to their requirements?</p>	<p>The Shadow COB has a key role in engaging with the local community and are the key conduit for consultation with local communities. The Shadow COB will also engage with and directly influence the design process for the community campus to ensure that the needs of the wider community are reflected in the design and operation of the campus facilities.</p> <p>Any management arrangements for a new campus facility will be ultimately determined by Cabinet but the Council is seeking to base them on the recommendations that will be made in due course by the Shadow COB.</p> <p>The Council is currently testing out community-led management, under the auspices</p>

	of the Area Board in each of the pilot areas, and the current timeframe dictates this will operate until around April 2013 when the Council may formalise community-led management. It must be stressed that no formal decision has been made and the Council is looking to assess the current shadow arrangements before considering any formal decision.
Will people need to pay for multi-purpose meeting rooms?	A charging structure associated with the use of facilities within a campus, including the multi-purpose meeting rooms, has not yet been established so it is not possible to say at this early stage. However, accessibility and maximising use of the facilities will be critical to the success of a campus therefore it is reasonable to suggest that the Council would consider concessions of use and recommendations on charging from any Shadow COB be considered.
Sustainability	
Will a campus use sustainable materials and have power and heating through renewable energy?	<p>Any design brief where the Council is commissioning a new build or a refurbishment of a building will include specific reference to sustainable and sensitive building methods. In addition the Council will expect any design team to consider the long term operational sustainability of a building and to ensure there is minimal impact on the environment.</p> <p>The above will need to be demonstrated through both the formal consideration and approval process (Area Board and Cabinet) and when a proposal is submitted for planning consideration.</p>

Broad benefits of co-location

Wiltshire Council is proposing significant investment into the improvement of public services across Wiltshire, with the intention of providing enhanced and extended services whilst securing long term savings in terms of operational costs and environmental efficiencies.

Investment is proposed through the development of community campus facilities. A community campus is a building, or buildings, in a community area which provides the services the local community need in an accessible location.

Fundamental to the successful implementation of the programme is the commitment to empower local people to have a direct influence on the delivery of public services in their area. This supports the concepts of Localism and the decentralisation of decision making to local communities and underpins the development of the Shadow Community Operations Boards.

In general terms, the key benefits of co-locating services are broadly:

- Accessible facilities that accurately reflect the specific needs of the local area being served.
- Combining point of contact arrangements and improving accessibility to services.
- Exploring and developing the synergies between how individual services are managed at a community level to maximise availability and customer access.
- Working with communities to develop a coherent and effective volunteering policy.
- Working with partners.
- Being able to ensure long-term flexibility in terms of use of the building space is fundamental to the design.
- Reducing the present overall risk to the Council of providing aging, disparate and inefficient buildings.
- Developing and providing efficient buildings that are designed for the purposes identified
- Reducing the Council's estate where appropriate, will produce an estimated 40% reduction in operational costs across all estate (*this is an estimation based upon an initial assessment of the impact across Wiltshire*).

There are a number of challenges associated with the provision of some frontline services outside a campus facility:

- Those services excluded from the campus will not benefit from the opportunity for cross-service use, e.g. in a single campus customers may use services they would not ordinarily use as they are on a single site and more accessible.

- Those services not included within a campus would need to continue to meet all service specific costs such as staffing for reception and office administration whereas in a campus these costs and resources could be spread across services.
- Those services excluded from a single site campus are unlikely to benefit from the suggested co-ordination of management and points of contact arrangements, e.g. some services such as the library service would benefit from extended opening hours within a campus scenario without having to find the additional resource to improve the service on an alternative site.
- Services remaining in their current location may suffer from an inability to further develop the service due to constraints of the current building
- In the long term there will be a need to balance investment priorities and those facilities that house more services will be more likely to be considered a priority, e.g. where resources are stretched investment into a single site campus requiring maintenance would be likely to take priority over investment into an outdated single service building in the same locality.
- In a time of significant budget pressures, services which cannot benefit from efficiencies resulting from co-location would find it more difficult to offer reductions in operational costs without adversely impacting front-line services, e.g. financial cuts, if necessary, could be considered in the context of a number of services together rather than single services identifying potential ways in which to reduce the cost of operating.
- Current buildings are broadly outdated and inefficient and do not offer the same operational or environmental efficiencies or long term savings that a new campus building would create, e.g. the development of a new building allows for modern design ensuring the building is cost effective, efficient and sustainable.
- The Council is proposing significant investment into services across Wiltshire and as such it has a duty to provide high-quality accessible facilities and services across all functions. It would be difficult to justify excluding a single service from the campus and continuing to provide it in a lower quality building where the option of extended use and opening hours would be significantly more costly to provide.

Shadow Community Operations Boards

Warminster Community Area

Background

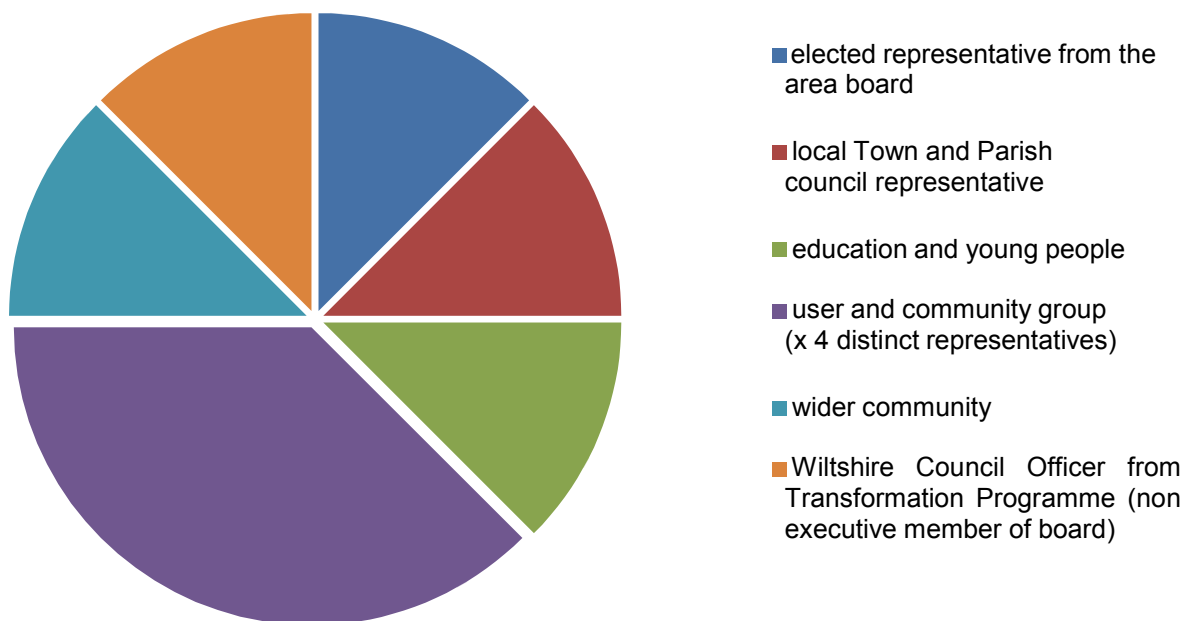
Wiltshire Council is looking to develop community campus facilities within each community area across Wiltshire to serve the local and surrounding area. Each campus will incorporate all or most local services provided by the Council, and potentially partners, and will be designed to meet local needs.

Community involvement and influence in the development of the buildings is crucial to their success and sustainability if we are to provide services people need. The Council would like to test extending that community influence to the day-to-day operation of the campus facilities and as such we are putting in place a Shadow Community Operations Board that will be made up of local representatives. The Community Boards will operate to specific terms of reference agreed by the Area Board and will broadly look at:

- Ongoing effective community consultation and engagement to ensure local people and groups are directly involved in the design of their campus and the identification of the services to be provided.
- Helping to gather valuable information from the testing of community influence in day-to-day operations so in the future the Council can consider a decision as to whether to extend this across the county.

Representation

The Shadow Community Operations Board will consist of an appropriate, mutually agreeable representative from the following broad sectors of the local community area:



- There will be one representative for each party identified.
- The board will need to nominate a chairperson at its inaugural meeting.
- The board will need to determine if the suggested representation appropriately reflects the description of the party.

- (iv) There will be up to three representatives identified by the user and community group sector and approved by the Area Board. Such representatives should be selected so as to ensure proper representation from distinct interest groups within that sector.
- (v) The Wiltshire Council liaison representative will be an officer from the Campus and Operational Delivery Programme team and will be invited to sit on the board as a non-executive party.
- (vi) Each party should endeavour to be represented at each formal meeting.
- (vii) Each executive party will have equal rights.

Expression of Interest

The Warminster Community Area Board is inviting expressions of interest from representatives of the local community to sit on the Warminster Shadow Community Operations Board. If you would like to put yourself forward to represent your community then please complete this form and return to the address below whereby your Area Board can then determine membership of the Community Board.

Name	
Sector, group or organisation you represent	
Your reasons for expressing an interest	
Contact telephone number	
Email	

Please return your form no later than **Tuesday 27th August 2013** to:

Campus and Operational Delivery Programme
 Wiltshire Council
 County Hall
 Bythesea Road
 Trowbridge
 Wiltshire
 BA14 8JN

An electronic copy of this form is available on the Council website www.wiltshire.gov.uk/Warminstercommunitycampus
 You may submit an electronic copy to: campusconsultation@wiltshire.gov.uk.