



Calne Campus Working Proposal

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1. Executive Summary

At a meeting of Wiltshire Council Cabinet on the 15th February 2011, Councillors approved a programme of work to deliver community campuses across the County in order to develop and test alternative solutions to the management and delivery of public services. Calne was included in the second phase of the campus programme. On 3rd May 2011 the Calne Area Board accepted the proposal to develop a campus in the Calne community area and formed a Working Group to develop the project. The Working Group has conducted liaison meetings with possible stakeholders and undertaken 2 phases of public consultation. The results of this research have been used to create a project development plan from which a Project Proposal was developed and this, in turn, formed the basis of the Working Proposal. Several public meetings and a 'travelling road-show' have also taken place in an attempt to publicise the project within the Calne Community Area and inform the public. Update briefings have been presented at Calne Area Board meetings in the interim.

This report summarises the present position and requests approval from the Calne Area Board to allow the Working Group to proceed to the next stage of the development of the Calne Community Area Campus.

2. What is a Campus?

A campus is defined as a building or buildings, in a community area where people can access services; it doesn't have to be on one geographic site. The campus might include leisure facilities, adult social care, youth services, a library, a transport hub, a café and internet services and many other things either existing or newly created. A campus could also include services provided by partners such as the Police, local voluntary sector organisations or medical facilities; these services could be provided in refurbished buildings, in extended existing buildings or by changing the use of existing buildings.

3. Campus Working Group

On 3rd May 2011, the Calne Area Board accepted the proposal to develop a campus for the Calne community area and formed a community-led group from Calne and the surrounding Parishes to represent the community throughout the development of the proposals for a campus. In other towns involved in the campus project, this group is referred to as a Shadow Community Operations Board (SCOB). At the initial Calne SCOB meeting, it was agreed to simplify this title by referring to the group as the Calne Campus Working Group. The Working Group consists of an elected member from the Calne Area Board, a Town and a Parish Council representative and members of various community groups to ensure it represents the wider community area as effectively as possible. The Working Group's aim has been to engage with and directly influence the design process for the campus to ensure that the needs and aspirations of the wider community are reflected in the design and operation of the facilities.

At their initial meeting, the Working Group agreed the Terms of Reference (Appendix A) and identified that early engagement with the community was highly important; the Working Group also recognised that there are many different community 'stakeholders' with their own specific needs. In order to achieve this community engagement, the Working Group has co-opted a number of additional local people as non-voting Members to broaden its skill base. To enable the business case for the campus to be presented to the Wiltshire Council Cabinet in May 2012, Working Group meetings have been held on a weekly basis in order that the two phases of public consultation could be carried out and the Working Proposal finalised on schedule.

To support this work, a number of documents have been developed and these include the following:-

- Communication Plan (Appendix B)
- Design Principles (Appendix C)
- Equality & Inclusion Plan (Appendix D)
- Transport plan (Appendix E)

These documents have been developed as the project progressed and will continue to be amended as the project evolves; further supporting documents may be generated as and when required.

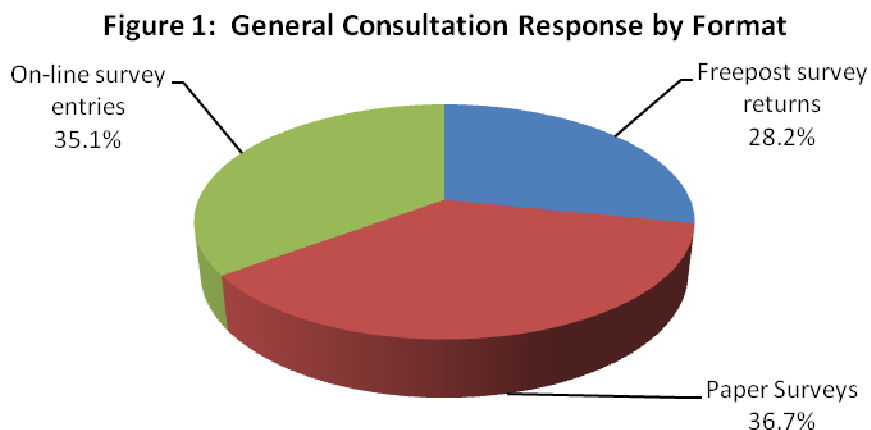
4. Phase 1 Consultation

The Phase 1 consultation ran during August 2011, with the aim of establishing what services the Calne community area valued and where improvements to existing services were seen as desirable. Community area views were sought through a series of response opportunities:

- 2,000 random paper freepost surveys sent to households throughout the community area.
- 3,000 paper surveys available at various locations throughout the community area.
- Electronic (on-line) surveys via the Wiltshire Council website, links to this website were cascaded electronically to local community groups and organisations.

The Phase 1 consultation included 4 questions relating to the proposed campus and a further 4 questions relating to the respondents (i.e. age, gender etc). In addition, there were a number of comment boxes where respondents could add their personal views if they wished.

A total of 897 survey responses were received and the following chart (see Figure 1) shows the breakdown of responses to the consultation by format, i.e. paper survey or online survey.



4.1 Analysis

The initial analysis was conducted by the Wiltshire Council Research Team who required that all responses from the paper survey were transcribed on to the online version to enable this analysis to take place. This initial data was then transmitted to the Working Group, together with all the comments contained within the responses, for the final analysis that was carried out by the Working Group members.

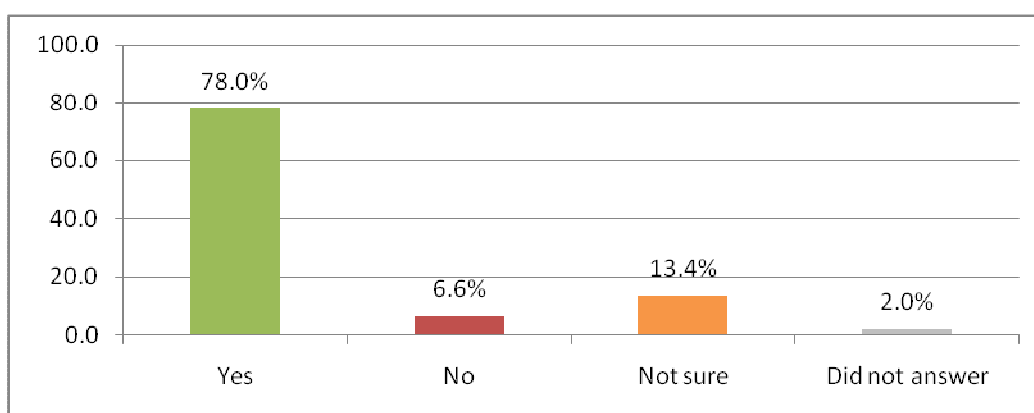
Prior to this final analysis, a scoring protocol was established by the Working Group to provide a priority listing:

- The 'No preference' scores and 'nil responses' were disregarded.
- Scores for 'Would not like' were subtracted from the scores for 'Would like' (Q1 and Q2 only).
- Baseline for calculation is 897 completed responses.
- Activities ranked for preference in order of their scores.

All the comments were reviewed and 'themed' and these were then used to help improve the understanding behind the clinical statistics. In addition, these comments were transmitted to Wiltshire Council so that they could provide responses to the comments as appropriate.

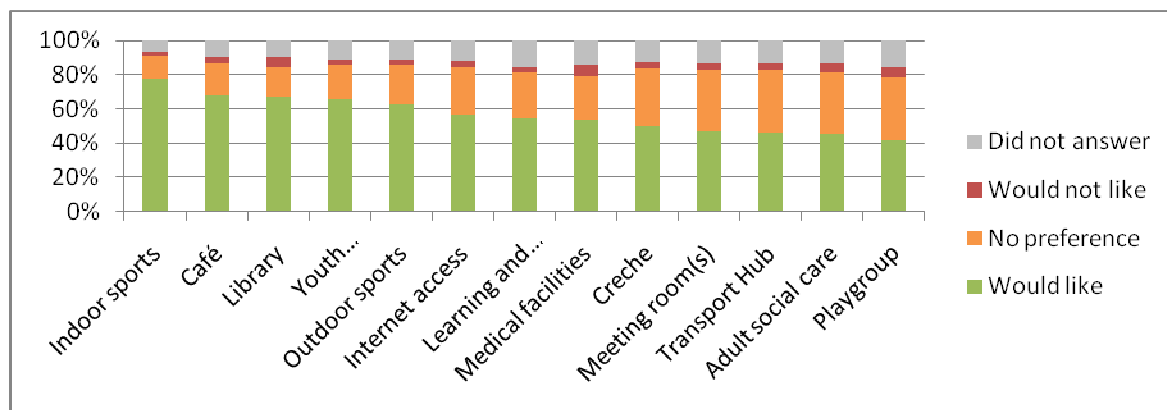
In terms of the clinical statistics, the most important and encouraging fact that emerged from the analysis of the responses was the encouraging approval rating of 78% for the campus concept, (see Figure 2).

Figure 2: Approval Rating for the Campus Concept (Q3)



In compliance with the agreed scoring protocol, the analysis of Q1 (Which of the following would you like to see in a campus?), demonstrated a high approval rating for the campus to include an indoor sports facility (75%), the Library (61%) and an outdoor sports facility (59%)(see Figure 3). The Working Group felt that these were already well supported by existing facilities, namely the Calne Leisure Centre, the Calne library and the Beversbrook Sports and Community Facility. As a consequence, the Working Group proposed a multi-site campus spread over these 3 existing sites.

Figure 3: Results of Preferred Services for the Campus (Q1)

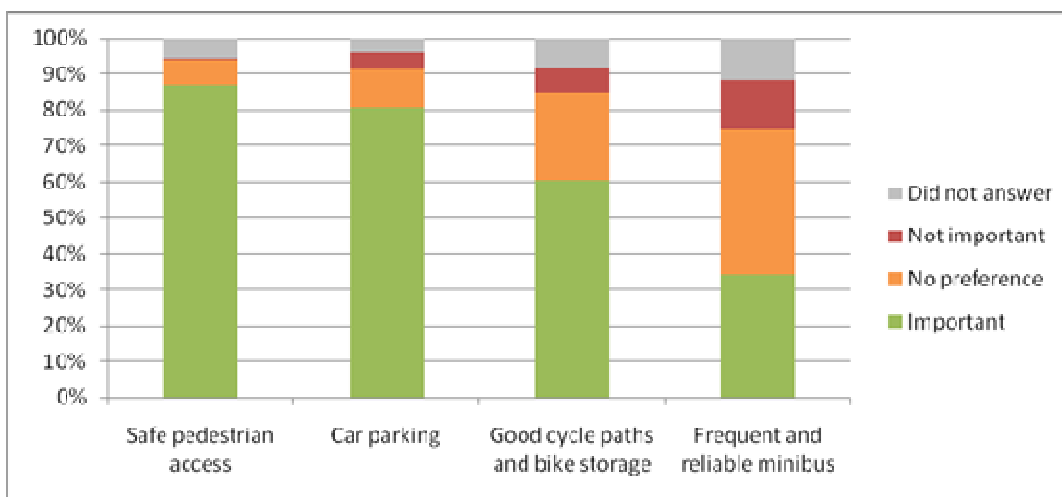


In order to provide all the services/activities identified in Figure 3, the proposed campus sites would need to be developed through further input from local people ensuring each campus site is

as individual as the community it serves. The ultimate campus aim is to make maximum and efficient use of the Council’s buildings, both new and existing and create a campus that delivers more for the local community.

When asked “What was important to them” in terms of services, the scoring protocol showed an approval rating of 87% of respondents saying that they wanted safe pedestrian access to the campus site and 76% wanted car parking provision at the campus. In addition, 53% wanted good cycle paths to the Campus sites and safe cycle storage whilst at the Campus sites, (see Figure 4).

Figure 4: Results of Q2 (How important are these things to you?)



5. Phase 2 Consultation

The Phase 2 consultation began on the 23rd November 2011 and closed on the 14th December 2011, although postal responses were still accepted after this closing date.

The purpose of this phase of the consultation process was to determine whether the “Working Proposal” truly reflected the input from the first phase of consultation and whether it still meets the needs of the Calne community area. To this end, the Phase 2 consultation provided feedback on the analysis of Phase 1 results and asked two fundamental questions to ascertain if people agreed with the content of the Working Proposal:

- Q1 - Do you agree with the working proposal for a multi-site campus spread over the three existing sites?
- Q2 - Do you think that the working proposal meets your own or your family's needs?

It was important that the “Working Proposal” was clearly and widely communicated throughout the community area. In order to achieve this, the Working Group decided to use a similar distribution method as in Phase 1.

- 3,000 paper copies of questionnaire were available throughout the town, i.e. at the three proposed Campus sites, the Community Hub, the Information Centre at Bank House. In addition, the questionnaires were made available at the Patford House surgery (3 waiting rooms) and at numerous public surgeries.
- 2,000 freepost copies were sent out to random households throughout the community area.
- Copies were distributed to the Community Area Parish Councils for distribution into their community areas.
- Electronic responses were available online via Wiltshire Councils website (web search Calne Campus).

- The consultation document was also posted onto a local school website to facilitate online responses by parents and pupils!
- Partner websites were used to email consultation documents to their members.

In addition, the Campus Working Group recognised that, based on a review from the Phase 1 consultation, more should be done to provide supporting campus information during the Phase 2 consultation.

- Electronic communication was used extensively within the partner organisations and local schools.
- In addition to the 2,000 freepost distribution, each of the 3,000 paper copies were also distributed with freepost envelopes to make it easier for the respondents to return their survey forms.
- A number of public surgeries were held in Phelp's Parade, the Calne Leisure Centre and at Beversbrook. The timings of these surgeries coincided with their busy periods (e.g. the Phelp's Parade events were held on market days.)
- The Calne Community Hub was used as a permanent display area where volunteers were always on hand to answer questions.

5.1 Working Proposal

Based on the responses from the first survey, it is proposed that the Calne Campus should be a multi-site campus spread over 3 existing sites. The most significant requirements for each site were identified as:-

Campus North (Beversbrook Sports and Community Facility)

- Safe pedestrian access
- Crèche
- Increased flexibility of the facility

Campus Central (Library Building)

- Reception for all services and facilities and offering advice on other council services
- A variety of multi-purpose meeting / training rooms
- Catering facilities
- Medical facilities (possibly a new Health Centre)
- Crèche (for campus users)
- Tourist information / local information / advice centre.
- Facilities and services for the young
- Personal care room(s) for disabled users and their carers
- Transport Hub
- Dedicated parking

Campus South (Calne Leisure Centre)

- Complete refurbishment of buildings and services to the latest environmental standards

- Tiered seating around the pool area to allow competitions to be held
- Multi-functional meeting / training rooms
- Crèche (for campus users)
- Sporting Goods Shop
- Improved parking

5.2 Analysis

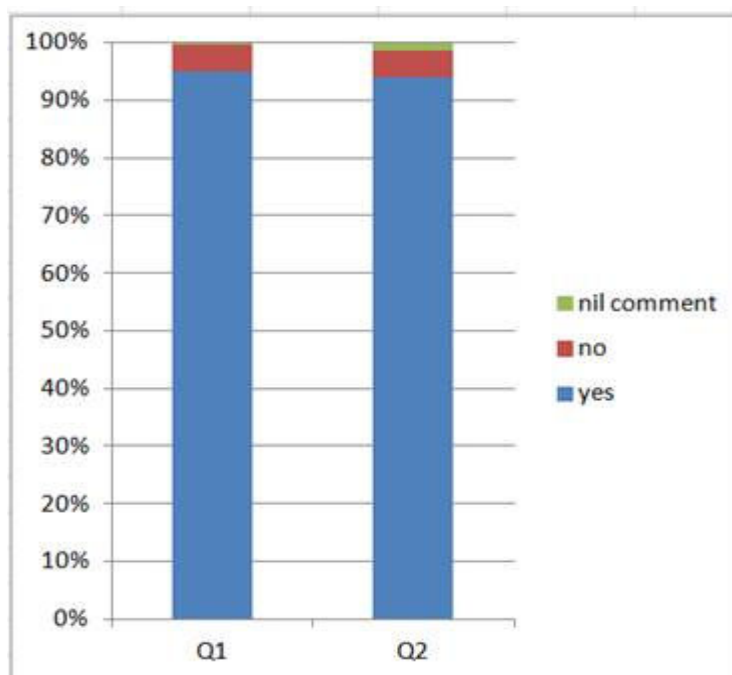
As with the Phase 1 analysis, the on-line responses were analysed by the Wiltshire Council Research Team but this time, the paper responses were analysed by the Campus Working Group.

There were fewer overall responses than the Phase 1 consultation, although much more effort was made to cascade the survey information out to the community area. The analysis showed that there was a 13.8% response rate to the Phase 2 consultation paper surveys, which is in line with the response rates achieved in other areas.

In line with the Phase 1 consultation analysis, the results from the paper and on-line versions were combined to give a single approval rating for each question. In addition, the 'scoring protocol' as used for the Phase 1 analysis, was also applied. In response to the two questions, the following overwhelming approval rates were calculated (see Figure 5):

- Q1 Do you agree with the working proposal for a multi-site campus spread over three existing sites? – 90.25%
- Q2 Do you think that the working proposal meets your own or your family's needs? - 89.21%

Figure 5: Results of Phase 2 Consultation Q1 and Q2



In addition, all the comments received from this consultation have been transcribed into a single document and will be used by the Working Group to further develop the Working Proposal. It

was encouraging that the vast majority of these comments were both very supportive and constructive to the Working Proposal.

As a result, the Campus Working Group now recommends to the Area Board that the project proceeds to the next phase.

6. Next Steps

Should the Area Board choose to approve the proposal from the Working Group, the next phase of work will be to assist the Transformation Team with a brief to professionals to further research and develop the sites in order to:

- Establish broad, high level principles of Wiltshire Council service delivery and demand driven services.
- Set out design principles.
- Examine all travel means and alternatives to/from the Campus sites.
- Further develop the campus proposal.
- Conduct more detailed discussions with a range of partners and services who may use space in the campus in order to identify their requirements and incorporate those into the design at an early stage.
- Consider initial feasibility studies that will assess existing infrastructure and services.
- Further develop a communications plan to ensure all voices in the community are heard and residents are informed of developments.
- Present the Working Proposal to the Wiltshire Council Cabinet for approval.

7. Recommendations to Calne Area Board

The Calne Area Board is requested to support this proposal regarding the development of Calne Community Campus and consider making the following recommendation to Cabinet:

That based on an assessment of the overall service delivery improvement possibilities and to ensure long term security of service delivery for the Calne Community Area, the Calne Area Boards asks Cabinet to:

- Support a multi-site community campus incorporating the North, Centre and South sites as defined in this report and ensure that that the Campus includes, as a minimum, all the services outlined.
- Develop this proposal so that it is delivered with minimal disruption to the existing services and facilities.
- Consider the proposal and business case in May 2012 as planned.

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Calne Campus Working Group

Appendix A

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.

The Preliminary Management Project will initially be focused on Corsham, Melksham, Pewsey, Tisbury and Wootton Bassett. This will encompass the creation of 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 preliminary management project will be in place from April 2011 through to April 2013 unless the Council determines otherwise.

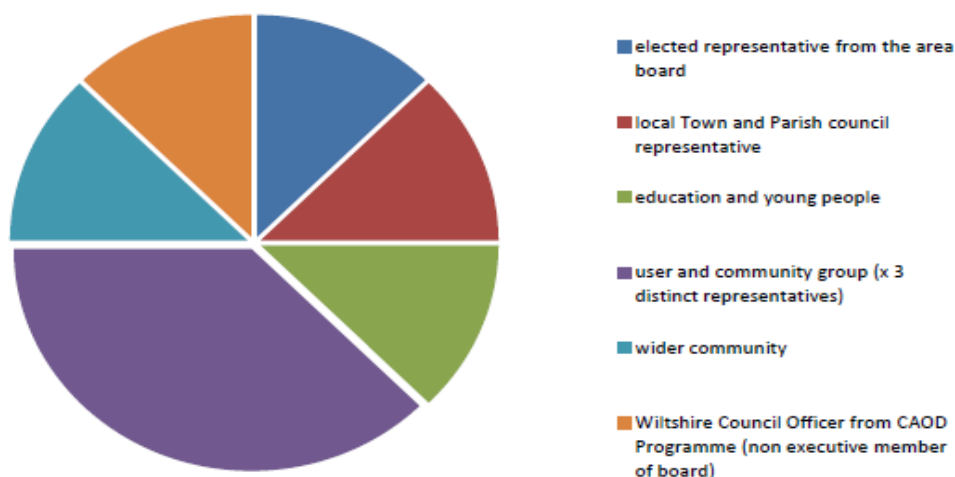
2. Campus Management Principles

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

- Create an environment which empowers local people to directly influence the delivery and improvement of unique needs based services in their community.
- Ensure a singularity of vision to enable local needs to be foremost in strategic planning and operational service delivery.
- Be proactive in meeting economic challenges and widen the scope for investment in services and assets.
- Share the accountability for service delivery with the community and partners
- Secure a sustainable and innovative form of management that complements the evolving national context of the localisation of service delivery.
- Promote social inclusion and resilience by increasing accessible opportunities for volunteering and community involvement
- Make specific provision for accessible opportunities for partnership working.
- Provide accessible local decision making processes and governance structures.
- Provide opportunities for a consistent and sustainable support network for the voluntary and community sector in Wiltshire.
- 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:



- 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.
- 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.
- 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.
- Each party should endeavour to be represented at each formal meeting.
- Each executive party will have equal rights.

4. Roles and responsibility

4.1 Community leadership & engagement

- On behalf of the Area Board, provide effective community leadership and accountability for the preliminary management project and ensure the workstream principles are met.
- 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.
- 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.
- To work with the Area Board to identify local partners and facilitation and support of sustainable partnership working.

4.2 Responsibility for outcomes

- To define community need and make recommendations to the Area Board over facility specification and operations.
- Support the Area Board in the delivery of the campus building.
- 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.
- Influence the campus design and specification where appropriate by recommendation to the Area Board
- Positive engagement in the ongoing strategic planning, programming and operation of the campus

4.3 Project coordination and reporting

- 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
- To assist the Campus and Operational Delivery Team in developing, managing and monitoring the progress and delivery of an action plan
- To assess any potential risks and advise the Campus Management Working Group and Area Board accordingly.

- 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
- To ensure a co-ordinated community approach to the engagement, development and operation of a campus facility.
- 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
- Partner role in the wider not for profit distributing management options and governance appraisal

4.4 The role of Wiltshire Council

- 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 preliminary management project.
- There may be elements or decisions required within the preliminary management project that will need to be determined by elected members of the Area Board or Cabinet following recommendation to them by the Area Board
- The Council will endeavour 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

- 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.
- The community campus is delivered within the timescales set, with full proactive engagement from the local community and the service delivery meets local needs.
- 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. 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.

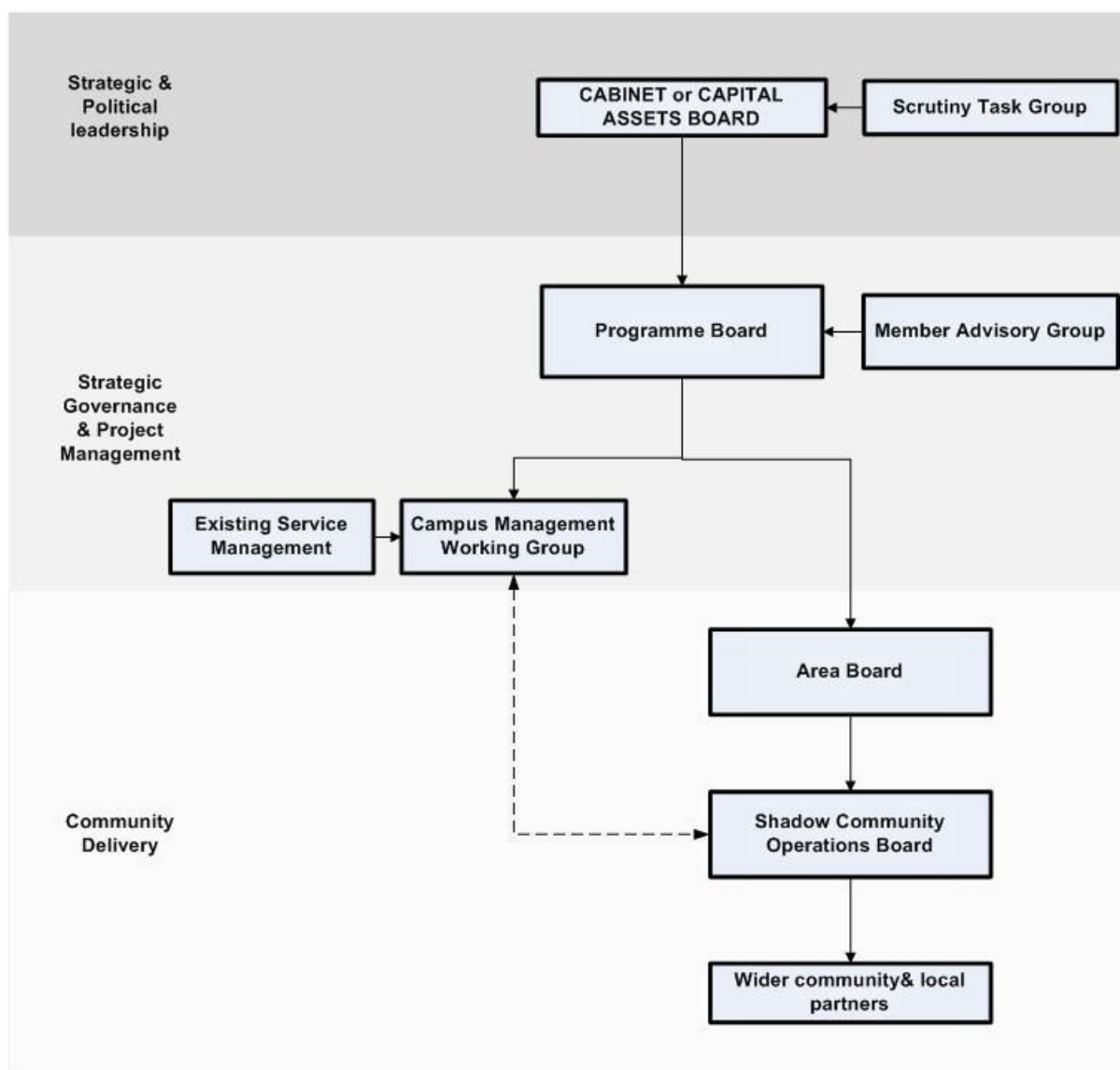
7. Governance Arrangements

The project remit currently extends up to April 2013. Prior to this 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.

- The Shadow Community Operations Board will meet as necessary and as determined by the Board.

- The Shadow Community Operations Board will be chaired by a representative elected by the Board.
- 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.
- The administration of the Shadow Community operations Board will be the responsibility of the Board itself.
- 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



Appendix B

Calne Campus Communications Plan

1. Executive Summary

This document is a component of the Calne Community Area Campus Project (CCACP). It is intended to outline the principles and methodology for communication of the project to all stakeholders.

Communications are all visual, aural and graphic media distributed by print and electronic media and shared by Internet and broadcast and print publications.

The communications encompasses reporting and detailing the actions of CCACP their objectives and achievements. And gathering input from stakeholders.

This communication plan will describe:-

- what are the objectives of the communications.
- what methods will be used to ensure that those objectives can be accomplished.
- who are the stakeholders (for whom the communications will be addressed).
- how the results of the project will be evaluated.

2. Objectives

2.1 To provide information by

- clarifying and reiterating the reasons for Campus.
- describing the benefits of the Campus.
- explaining the campus project and its organisation.
- describing how changes will take place.
- informing on support and resources.
- acting as a source for public reporting services.

2.2 To gather information by

- obtaining input from all stakeholders.
- highlighting areas for further research.
- gathering feedback to report perceived results.

2.3 To affect attitudes and behaviour by

- demonstrating change is taking place.
- fostering a forward looking dialogue within the community encompassing CCACP.
- reporting all points of view both negative and positive.
- creating an inclusive dialogue with all stakeholders regardless of communication skills.

2.4 To offer support by

- acknowledging resistance, anger, or sense of loss.
- discussing responses to changes.
- enacting change methodologies to reduce public anxiety and foster positive outlooks.
- providing workshops and seminars to inform and encourage involvement in change.

3. Stakeholders

Everyone living or working in the Calne community area can consider themselves a stakeholder of the proposed Calne Campus, regardless of sex, age, disability, ethnicity, race, nationality, sexual orientation, occupation and religion. There are principally three groups of stakeholders that need to be addressed, in terms of communication:-

3.1 Group 1

- Wiltshire Council
- Bremhill Parish Council
- Calne Town Council
- Calne Without Parish Council
- Cherhill Parish Council
- Compton Bassett Parish Council
- Heddington Parish council
- Hilmarton Parish Council

Communication needs - on-going status information plus a dialogue on the Working Group's strategy and outcomes.

3.2 Group 2

- Calne Community area Partnership
- Leisure centre
- Library
- Schools
 - Primary
 - Secondary
- Primary Care Trust
- Chamber of Commerce

Communication needs - dialogue on their specific expectations and vision

3.3 Group 3

Information to both understand their needs, build enthusiasm and manage their expectations.

- Community Area residents.

Communication needs - awareness communication, consultation sessions and promotional.

4. Publicity Methodology

Where possible, 'lessons learned' from other Campus projects will be reviewed and where appropriate, employed in this project.

Subject to that review, the methods of advertising and marketing to be employed will include, but not be limited to the following:-

4.1 Referrals

The Calne Campus Working Group should actively reach out to its network of partnerships, associates, colleagues, volunteers etc and raise awareness of the Campus and its potential for

improved services. The provision of information through (see below) leaflets, websites, articles etc distributed and to request promotion through referrals.

4.2 Press Release

Press releases are a very cost-effective way to get a message out to many people for free, and should be submitted to a wide variety of publications for immediate release. A programme for regular submission of articles covering monthly status updates will be devised.

4.3 TV, radio and media news articles

Similar to above, media publications are always looking for articles and news of interest to their readers. Issuing the press release with an article and accompanying photograph may result in full articles and greater press coverage alternatively issuing an invitation to local media for an interview.

4.4 Websites

Utilise the Wiltshire Council's, the Calne Area Board, Calne Town Council and Calne Community Area Partnership's existing web sites to promote the Campus and link to other local sites such as the Calne Chamber of Commerce, Calne Leisure Centre etc.

4.5 Public Survey / Questionnaire

In order for the community to feel involved and for the long term sustainability of the Campus, their opinions on the various issues relating to the Campus and its operation should be gathered and utilised to inform decisions.

It will also provide a useful tool in determining the potential service requirements and their frequency of use. The surveys can also ascertain how to best increase profile of local community activities, establish what ways they are lacking at the moment and how best to improve them.

The first survey should try determining what the public want to see in a Campus and how important they are. Having the survey integrated into the webpage are obviously cost effective but copies of the survey will be made available in paper form in various locations such as the library, town council, halls, schools etc.

4.6 Social Media Marketing Plan

An effective way to communicate will be through the use of a website with an interactive blog facility where the community can register their views on Campus developments and the working group can provide responses and updates on their activity. When the Webpages are established, it will be important to give the customers a reason to come back for more. Along with offering valuable information, surveys and discussions are also other methods to keep users engaged and coming back on a regular basis.

The link for the pages can then be listed on as many other websites (Wiltshire council, Town Council, youth services, community area partnerships, and community websites like calne.org) as possible to raise awareness of the Campus and drive customers to the sites.

4.7 Signs and posters

These can appear in shop windows and businesses, forecourts, community information points, schools, nurseries, churches, library, town and parish council notice boards.

There may be an opportunity in the future to utilise marketing products to raise awareness of and promote the Campus and generate income- T-shirts, umbrellas and on shopping bags. Having volunteers wear T-Shirts can help with the branding of the Campus and also promote awareness of the potential services.

4.8 Public Meetings

Public meeting will be used to both deliver status reports, to gather information, listen to the views of local people or build support for the Campus concept.

It will be essential to follow up on any agreed actions after the event. If we have promised to call people or send them further information, then this will be done. It is important for members of the Campus WG not to be known as someone that does not stick to his or her promises.

4.9 Focus Groups

Five focus groups will be set to address the expected and perceived outcomes from the project as it evolves and the feedback used to promote stories with real linkage to other members of the community.

5. Evaluation

The effectiveness of the advertising will be measured where possible. Objective measurement e.g. web page hits twitter followers etc will be used as well as community sampling from questionnaire and focus groups. Subjective measurement will be large from reportage and opinion from the community in the form of web posts and correspondence.

Appendix C

Calne Campus Design Principles

Generally, the campus buildings should be inspiring to all users and be highly valued by the community that it serves. In addition, they should be welcoming, accessible and easy to use, be sustainable and respect the environment. Equally important they should be flexible, supportive and responsive to the changing needs of the community.

1. **Basic design concepts**

- An underpinning principle of the design and function of the campus is to solve existing problems and to improve and enhance services and access.
- The physical design should engender a sense of community ownership, engagement and pride.
- The physical design of the building and surroundings should engender a feeling of safety and security among its users and its neighbours, including road safety and the safety of those accessing the campus and surrounding facilities.
- Where possible the design of the building should encourage social interaction between different users of the various activity spaces, enabling a sense of community and mutual support and providing opportunities for friendship.
- The physical design should be welcoming and encourage a sense of well-being in the individual user and the wider community.
- The design of the building should discourage anti-social behaviour.
- Future design and delivery to be completed with minimal disruption of existing services.
- Creativity and creative space should be a part of the design and functionality of the building.

2. **Accessibility**

- A campus for the Calne Community Area should be fully accessible to **all** who use it, in terms of the design of the building itself and the ancillary areas such as parking and access facilities.

3. **Sustainability**

- Sustainability is a core principle and where possible the buildings should be proactively sustainable and energy efficient in all feasible ways.
- A Calne campus should take account of sustainable integrated transport means.

4. **Multi-function**

- Multi-purpose spaces to be flexible and functional for a variety of services and activities.
- The campus is to hold a strong position within the community area for the future and able to cater for needs, or have the ability to cater for future needs, over the lifespan of the buildings.
- The campus should be able to future-proof community communication needs.
- Infrastructure and facilities should be appropriate for all users and where possible potential conflict of interests must be reduced, e.g. changing areas, quiet spaces, multipurpose spaces etc.
- The campus should provide a comprehensive point of contact for the entire community area to access services in their local area.

Appendix D

Calne Campus Equality & Inclusion Plan

Calne Community Campuses will provide welcoming and fully accessible facilities and services to residents, visitors and organisations living and/or working in Calne and its surrounding villages.

In order that Calne Community Campuses meet the above objective, Equality and Inclusion principles will be embedded into all development plans and working proposals. This will ensure that buildings and services are accessible to meet all community needs.

Calne Community Campus Working Group will:

- ensure that people living and working in Calne, will have an opportunity to contribute to development plans and working proposals through consultation and information drop in sessions.
- produce ongoing clear information for the community with options for alternative formats by request .
- organise an Equality and Inclusion workshop.
- establish a volunteer Equality and Inclusion Working Group to undertake specific tasks and submit findings for consideration by Calne Campus Working Group.
- draw on information given in the Joint Strategic Needs Assessment and Wiltshire Intelligence Network documents to support a mapping exercise to identify current services.
- use consultation responses to inform the working proposal.
- ensure, that in accordance with the Equality Act 2010, all development and working proposals will not have an adverse negative effect on anyone with any of the following protected characteristics:
 - Race
 - Gender
 - Disability
 - Sexual orientation
 - Faith /belief
 - Age
 - Maternity
 - Transgender
 - Civil Partnerships/ Marriage

Monitoring Equality and Inclusion helps check what is known about Calne's resident and community profile and measure it against who uses services. It helps identify which services may be needed from the Campuses and highlight issues that may not have otherwise emerged.

The Working Group will use information gained from a mapping exercise to ensure that it is aware of what services are currently offered from Wiltshire Council buildings and whether there will be an adverse affect to ensure that services provided to groups/ individuals are not lost in the campus development proposals.

As the principle is about improving understanding of service users' and residents' needs, information will be sensitively collected to ensure that people understand why personal information is requested, how it is used and stored in accordance with the Data Protection Act 1998.

Appendix E

Campus Travel Plan

The Campus Travel Plan should be flexible and capable of responding to the needs of all users of the Campus site(s) whether they be residents of the Community Area villages or the urban area of Calne, now and in the future.

The Plan should promote a safe and secure environment for all those accessing the site(s) by foot, cycle or mobility scooter.

In order to secure constant and easy access for these users the Plan should provide the facilities necessary for secure cycle stands, scooter parking and level access. Appropriately sited Transport Boards containing Transport Information and Transport Maps should be provided to encourage the use of more sustainable transport means.

The Plan should take into account the need to provide parking spaces for Blue Badge holders, emergency vehicles and any other essential services. Electric car charging points/car club spaces would also need to be included.

The Plan should consider how to encourage and promote bus, taxi-bus, taxi and community owned bus schemes for short-stay, drop-offs and regular users in order to encourage use of the Campus facilities in a sustainable low-carbon way without the need of private cars.

The Travel Plan seeks to establish a multimodal Transport Hub which would serve as the location for all forms of transport interchange. It should be strategically situated in relation to all three Campus sites, local retail activity and other public amenities. As a busy communications and information centre it would provide a greater sense of public security through staff presence, waiting area comfort and attractive design.

The Plan would seek quality design in every aspect of transport planning whether through signage design, shared road space or built-in safety features.

The Plan should be in general conformity with any other local transport plans or initiatives in order to create an integrated infrastructure facilitating ease of accessibility to the Campus site(s) and further afield by good transport links.

The Campus Travel Plan should follow the principles of the Wiltshire Local Transport Plan 2011-2016 in all policy objectives which encourage equal access for all by alternative means of travel.

It should seek to be inspirational and forward looking.