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?	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. 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.
What will be in a campus?	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. 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. 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.
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?	buildings – both new and existing – and create campuses that deliver more for local communities. 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. 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. 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.
Who will decide our campus goes ahead?	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. 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. The development of campus proposals will be directly informed by local people

	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 abut 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

| | arranged to see customers in the campus e.g. from the Housing or Planning services among others

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. |
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| Will people in existing facilities lose their jobs?

Will jobs at the campus be offered to local people first? | 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.

In the event that additional staff are required then an equitable recruitment process would be carried out. |
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?	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.

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. |
| 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 |

	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.
Is the project ring fenced and have the funds been allocated? 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?	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. 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. 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).
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?	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. 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. The development of campus proposals provides the opportunity for considering how

	services are currently provided and if there are any gaps in provision so improvements can be made.
For meeting Council officers will it be appointment-based?	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

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. |
| Will GPs surgeries be replaced by one at the Campus?

What will be in the health centre?

Are health services putting money into it?

Has the NHS/health services agreed to it? | GP surgeries are primarily privately-run businesses which would not be replaced by a community campus.

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. |
| **Facilities Management** | |
| Who will ensure that different groups and users of a campus have enough time and space to use facilities according to their requirements? | 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.

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.

The Council is currently testing out community-led management, under the auspices |

	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?	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 sustainably of a building and to ensure there is minimal impact on the environment. 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.