

# CAMPUS AND OPERATIONAL DELIVERY PROGRAMME

## Campus & Operational Estate Management Workstream

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### 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

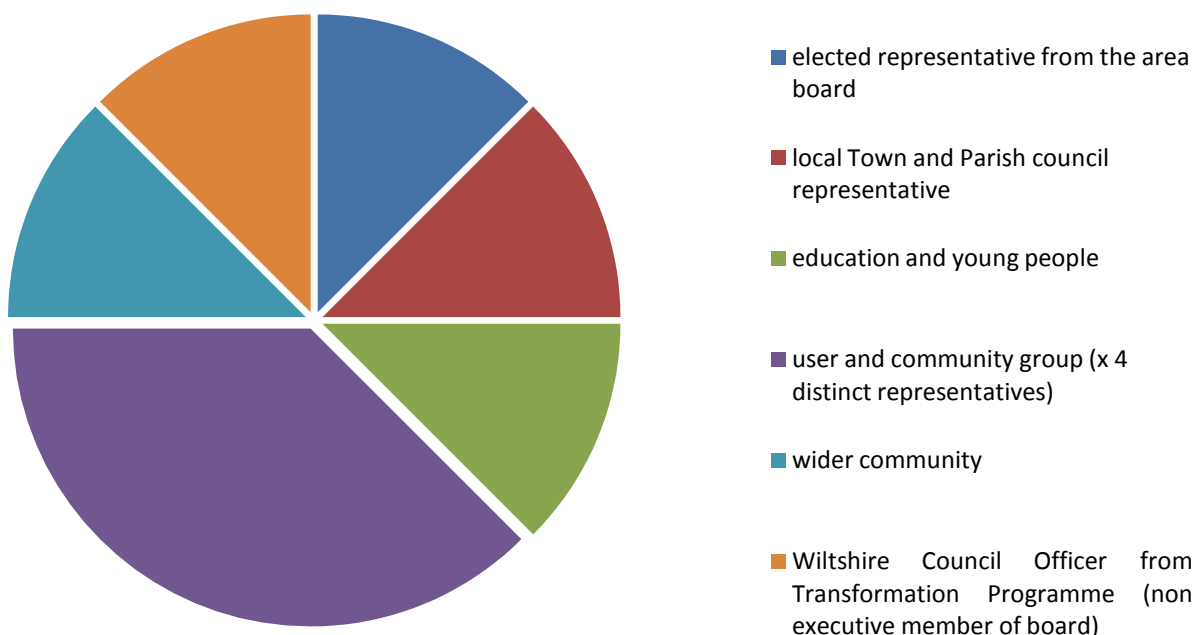
The Shadow Community Operations Board will need to work with the Council and its partners to ensure that the following approved principles are delivered:

- (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

