STRATEGIC BUSINESS CASE

west
sussex
county
council

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Document Approval

Name	Role	Approval Date	Initials
Member Project Board	Forum	06.03.19	MPB
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1.   Executive Summary

Across West Sussex, we have vibrant, engaged and supportive communities which enhance the experience of local people and create sustainable and resilient places for people to live.

As a County Council we recognise our role in creating the appropriate environment to support local people to be active and to give those communities the space and support to thrive. That's why we are committed to making effective use of our buildings – particularly libraries and children's centres, which at the heart of our communities, deliver valued services and outcomes, to support the priorities in The West Sussex Plan.

The current financial situation for all local authorities is dire with many already closing libraries and children's and family centres to balance their books.

We believe there is a different sustainable solution that can continue to maintain services for the community.

Our policy is to protect frontline services and build strong self-reliant communities.

In The West Sussex Plan we recognised that we are only as strong as our communities and to make real change happen we need to empower those living in them to help themselves. We have been fortunate that our robust financial management has helped protect important community buildings to support local people so far.

However, many of our buildings and the facilities we provide, do not match our aspirations for our community, are not fit for the future and inhibit services being delivered holistically with customers in mind.

This means we face two significant challenges.

Firstly, rising demand and pressures on our services are increasing the prospect and potential for service reductions to some communities.

This is a national trend. Already, we have seen a 10.3% reduction in libraries since 2011[1]. Recent press reports also suggest that as many as 1,000 Children and Family Centres have closed across the UK since 2009.[2]

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[1] Financial Sustainability of Local Authorities 2018, published by the NAO
[2] https://www.independent.co.uk/news/uk/home-news/uk-sure-start-children-centres-closures- government-understating-decline-report-family-support-a8288076.html

Secondly, the long-term sustainability of our buildings will be difficult to maintain.

Currently, we use around 85 buildings across the county to provide universal and specialist services for libraries, Children and Family Centres and Find It Out Centres. Historically, the council's estate has grown over a period of time so it is therefore no surprise that these buildings vary significantly in terms of state of repair, ownership, restrictions and cost.

One commonality is that many of our buildings are located within close proximity. This is also unsurprising as our services have been targeted at those local communities with the highest level of demand (specifically for location of libraries) and deprivation (primarily for selection of locations for Children and Family Centres and Find It Out Centres).

To solve both these problems in a sustainable way, we want to create community hubs where multi-purpose, community led services can be delivered - with our partners where possible - to improve access to public services, outcomes and overall wellbeing.

In other words, we want to implement our strategy for Unlocking the Power of Community.

By moving away from the traditional model of separate buildings for libraries, Children and Family Centres and Find It Out Centres, we can provide the best local service 'under one community roof' where possible. This will help bring people together from various community groups and help them form new relationships and support networks. Hubs are also a good use of local assets and an efficient and effective use of resources. It will enable us to develop effective people strategies through, for example, multi-skilling and providing hot desks within the community.

Combining and co-locating services is not a new concept. Indeed, community hubs are a smaller, local equivalent to the national initiative for One Public Estate. A wide range of services are already being provided in hubs by local authorities across the country. The County Council itself has also created joint library and Children and Family Centre buildings in East Grinstead and Findon, which are good examples of community hubs on a smaller scale.

It should be noted that a future hub could be a former library; Children and Family Centre; or Find It Out centre. A number of factors will need to be considered to determine hub suitability, including space sufficiency for providing specialist – as well as universal – services.

To create community hubs, we have a number of options available to us.

We can choose to do nothing. In the short-term this would mean our investment in our estate would be low. However our long term maintenance costs will continue to climb until they become unaffordable.

We could invest in the creation of a single community hub to test the concept and inform our future thinking. Based on work over the past few months, we could select Worthing Library – applying a range of criteria – to showcase the art of the possible in reimagining community space.

The results of our recent consultation in Worthing show overwhelming support from local people for this initiative. High level of demand and deprivation in the area, under-utilised building space, few constraints to reconfigure the building and the opportunity to consolidate services currently located in close proximity make this a low risk, high return option.

The scale of benefits achievable under this option will be limited to the Worthing locality. However, in recognising these proposals are radical and complex for West Sussex, it could be prudent to test benefits before considering a wider roll out.

We could create multiple community hubs. We know the concept is tried and tested nationally. By selecting our biggest opportunities for co-location and combining services we could achieve benefits from rationalising a proportion of our estate while preserving fundamental services for local communities.

We have developed criteria to allow us to make informed decisions on selection of future hubs. These criteria factors in demand, financial costs/benefits as well as applying local insight. Applying criteria to select a number of desired community hubs means this option provides an opportunity for a mixed estate of community hubs and buildings from where dedicated services operate. This option would require further due diligence at periodic intervals – possibly applying a phased approach – before proceeding with any future hubs.

Finally, we could implement a county-wide community hub model. An analysis based solely on proximity of buildings has recently been carried out. The council has established precedence for applying criteria based on a three mile radius, for example this is currently used to determine eligibility for school assisted transport. However, taking into account local sensitivities and a steer from members a two mile radius was applied.

If we set aside any specific specialist service requirements, this option could present an opportunity to reduce our estate by around 43 buildings. Applying a three mile radius increases this number by approximately 11 buildings.

Although the concept of community hubs is tried and tested elsewhere[3], we have yet to determine whether it is the right model for our local communities. This option is radical but would deliver the greatest financial return. It will also require significant commitment and investment over a number of years to implement.

Recommendation

Option 3 - Investing in the creation of multiple community hubs in our top 10 ranked locations across West Sussex is our preferred option.

Subject to the outcome of detailed feasibility planning, we anticipate seeking investment up to a ceiling of £9.3m plus 10% contingency – a total of £10.2m – to create ten community hubs in West Sussex, including our first community hub in Worthing.

At this stage and to advance the project, we are seeking approval to commence detailed planning for the three additional hubs to implement phase 1 of our model for multiple community hubs. This includes carrying out necessary building condition surveys, feasibility and viability surveys.

2. The Strategic Case

2.1 Strategic overview/fit

Across West Sussex, we have vibrant, engaged and supportive communities. We want to make sure that as a County Council we give those communities the space and support services to thrive.

At the heart of our communities are our libraries and Children and Family Centres. Unlike many authorities, in West Sussex we have maintained our network of community spaces, in spite of ongoing, significant challenges to Local Authority finances. However, it is anticipated that the longer term sustainability of this estate of public buildings will be increasingly difficult to maintain, raising the prospect of closures and potential reduction in services to some communities.

There are statutory duties on Local Authorities to provide libraries and Children and Family Centres. The County Council must ensure *"a comprehensive and efficient Library Service accessible to all persons desiring to make use thereof"* (Library and Museums Act, 1964) and for children's centres, it must *"include arrangements for sufficient provision of children's centres to meet local need"* (Childcare Act, 2006).

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[3] Some examples include: Winchester Discovery Centre (Hampshire), Colchester Library (Essex), The Ameina Centre (Bedfordshire), Soho Victoria Friends and Neighbours (West Midlands), Levenshulme Inspire (Lancashire), Caxton House Community Centre (London).
[4] This is in addition to the £34k already spent on viability and feasibility in 2018/19.

Both libraries and Children and Family Centres have a strong culture of working with partners and stakeholders for co-production and co-delivery of services. Libraries in West Sussex already provide space for a range of public and voluntary sector partners delivering health, information, advice and guidance, cultural and heritage services. Similarly our children's centres work with partners that deliver health, early education and parenting support activities.

Children's and Family Centres are multi agency units delivering health, education and parenting outcomes for children, young people and families. The majority of work carried out by the Early Help service is at level 2, 3 and 4 – in other words more complex family support cases up to the cusp of social care interventions[5].

Young people aged between 11 and 25 can drop into a Find It Out Centre to get advice and information. Centres can be used for a Youth Emotional Support (YES) assessment, which is a free service for young people (aged between 11 and 18) looking for support with their wellbeing. If there is an issue that a Find It Out Centre cannot help with, they put young people in touch with other services that can help as well as provide free internet access.

It should be noted that the Early Help Service is currently undergoing a review. There is a possibility that the assets in scope of this business case could be impacted by the Early Help Review. This will be closely monitored to ensure alignment and manage double counting or erosion of benefits.

Unlocking the Power of Community (UPoC) was established as a transformation approach in June 2017. The programme was designed to change the nature of the relationship between the council and its community to one which actively works 'with' local people to support them to do more for themselves.

The creation of community hubs was at the heart of this approach.

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[5]Early Help universal services across the county include over 200 midwife clinics per week, 120 health visitor sessions per week and parenting skills. Higher level services include 150 1:1 YES sessions per week, regular Youth Interventions, returning home sessions, sexual and sexuality advice sessions, 200 supervised contact sessions per week.

Community hubs:

- Most commonly operate out of buildings, from which multi-purpose, community-led services are delivered.

- Often host other partners and access to public services. These co- location approaches are an efficient and effective use of resources.

- Are in themselves a good use of local assets, and the model can help to underpin an enterprising and resilient community.


One of the key outputs from this programme was the development of a community hub strategy to reimagine how as a County Council we use our buildings to actively support stronger communities.

Our strategy is:

1. To meet the demands and opportunities of a modern society we can combine services 'under one community roof' for the benefit of our communities;

2. To move away from the traditional model of separate buildings for libraries and children and family centres in order to provide the best community based service;

3. To make the best use of our assets

Currently, we have 43 designated Children and Family Centres, 33 libraries, 3 buildings combining library and Children and Family services and 6 Find It Out Centres across the county.
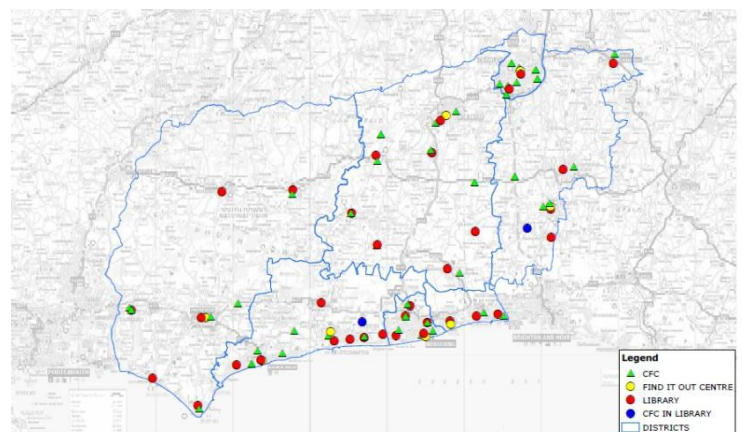
Countywide CFCs, Libraries, and Find It Out Centres

Approximately, 227 staff are based in libraries. 550 staff[6] (a combination of WSCC and NHS) are based on the Children and Family Centres, mostly delivering higher level services, and Find It Out Centres.

The creation of community hubs formalises existing good practice in some of our buildings; provides an opportunity to bring together staff from different council and local health teams, making for a more integrated and effective service; and rationalises our estate.

Implementing our community hub strategy will contribute towards achievement of a number of priorities in The West Sussex Plan, which will be evidenced through improvement to around 40 corporate performancemeasures shown in Appendix A.

Our strategy is consistent with The West Sussex Way; integral for rising to our financial, performance and culture challenges, and consistent with the national steer that co-locating services in universal and safe spaces is instrumental to building community resilience in anticipation of a smaller public service.[7]

Furthermore, our proposal aligns to the WSCC Asset Management Strategy approved in 2018, which has the following strategic objectives:

1. To plan and manage property as a corporate resource for the benefit of the people of West Sussex

2. To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future

3. To acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities

4. To use land and buildings to stimulate development and growth

5. To promote joint working where it will provide benefit for service delivery and in securing efficiencies

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[6] It should be noted that Early Help and Health staff are not tied to buildings as a member of staff may operate across 3 or 4 locations.

[7] For example, a national Government Task Force has been established to enable delivery of the recommendations from the Independent Library Report for England and to build upon and add value to existing good practice, partnerships and other activities that are already supporting public libraries. It also promotes libraries to national and local government and to potential funders, and creates a strong and coherent narrative around the contribution public libraries make to society and to local communities.

2.2 Strategic Principles

Our strategic principles include:

1. We will not reduce – or hinder access to – existing services

2. We will rationalise the number of buildings we operate from by integrating services under one roof where possible

3. We will create modern, flexible, accessible spaces that bring communities together to increase participation and build resilience

4. We will work towards expanding services in hubs to accommodate other local, public or commercial services where practicable and appropriate to do so

5. We will protect services in hard to reach communities through operation of satellite sites, mobile teams and other effective delivery mechanisms to improve outreach work

6. We will work more efficiently and effectively to benefit from reduced duplication, co-location, different conversations and more collaboration/joint working with partners

7. We will ensure our hubs comply with all necessary legal obligations, are fit for the future and environmentally sustainable

8. We will deliver services in an affordable and cost effective manner

9. We will secure a return on our capital investment by reducing our net running costs ensuring the financial sustainability of community hubs

10. We will take advantage of other local strategies and initiatives being carried out by other community service providers and their impact on the Council's community services

2.3 Objectives

The key project objectives include:

1. To test our overarching strategy with our first phase of community hubs. This will aid our thinking on how we can optimise our community space and enable us to gradually extend our service offer (as One Council and together with partner organisations) using the suite of community tools and resources implemented over the past year through the Unlocking Power of Community programme.

2. To implement (in parallel) quick win opportunities for co-location and/or combining services on a smaller scale to preserve assets; and take advantage of estate rationalisation opportunities identified through the viability studies already commissioned and completed in December 2018 and in line with our asset strategy.

3. To carry out due diligence to determine the feasibility of a strengthened community hub model across the county based on agreed asset review criteria ensuring optimum benefits for communities and return on investment.

2.4 Risks, dependencies and constraints

The main risks to the project and planned mitigation activity are listed below.

1. Delivery milestones are not achieved because estimated timescales are unrealistic and therefore delay implementation. This risk will be mitigated through development of planning assumptions to inform our high level milestones and detailed implementation plan. Understanding the impact of these assumptions and regular validation to ensure they hold true will be implemented as a key control.

2. Costs for fit out works for phase 1 community hubs overrun due to unforeseen circumstances. All costs incurred will need to be closely monitored and reported to understand variances (and causes thereof) to effectively manage the budget. A 10% tolerance has been established and agreed by the Transformation Board for escalation reporting purposes.

3. Potential loss of public support could undermine the rationale for community hubs and result in the council being unable to implement changes. This risk will be mitigated through a consistent, co- ordinated and timely communications campaign designed to maintain public support. In parallel, local communities will be actively engaged and consulted on any proposed changes to the location of services.

4. Cultural barriers to new ways of working by our staff may prohibit effective implementation and erode expected benefits. Mitigation activity for this risk will include a culture change initiative to raise awareness of the benefits of change, put in place specific change interventions to gain buy in and support and a concerted effort to share best practice and learning on community hubs in comparable organisations.

5. Insufficient organisational capacity or resources to devote to implementation. Our detailed implementation plans will set out the resources required, when and for how long. This will be overlaid against other organisational priorities to ensure delivery can be sequenced effectively. Governance via the Transformation Board and Members Project Board will ensure priority resource conflicts are surfaced early and appropriately funded.

6. Data required to demonstrate benefits realisation is not baselined (or data quality prohibits baselining activity) making it difficult to attribute benefits to the

programme. Greater community resilience is likely to reduce demand for traditional services. However, adequate tracking of this demand reduction requires sophisticated methodologies. Risk mitigation activity includes securing all pertinent data at the outset, identifying and plugging data gaps, developing benefit profiles and actively tracking benefits in accordance with our agreed benefits management strategy.

7. Community hubs are too small or inflexible to deliver the range of services expected eroding stakeholder support and prohibiting longer term ambition for wider co-location of services. This risk will be mitigated through clear establishment of requirements as part of any building reconfiguration phase with appropriate governance arrangements for approvals.

8. The Early Help service is re-modelled at a different pace and agenda to the community hub strategy leading to an erosion of benefits. A clear understanding of the planned service review and impact will aid the development of a contingency plan. Hubs will remain an enabler for potential service changes. In addition, we could explore alternative options for co-location (other services) on a hub by hub basis to effectively mitigate risk.

The main dependencies for the project and proposed management action include:

1. Fit out works for phase 1 community hubs and subsequent community hubs is dependent on the quality of suppliers appointed through the Multi-Disciplinary Consultancy contract to support the delivery of the council's Capital Programme and Asset Management Strategy. This dependency will be managed through appointment of a client side project manager (working on our behalf) to ensure works are completed to time, cost and quality expectations

2. Early Help has contractual obligations e.g. in respect of the Healthy Child Programme and Youth Emotional Support (YES) that determine operational priorities and focus. This dependency will be managed by understanding the operational and/or resource pressures impacting on the project.

3. Short-term budget pressures on Early Help could result in deviation from the community hub strategy (and potential benefit erosion) if there is pressure to review Children and Family Centre assets independently of our overarching implementation approach. All key stakeholders are aware of this dependency and are working closely together to understand the impact of in-year budget pressures on our plans. This has also been escalated to ELT for discussion and steer on management of conflicting priorities.

4. The ranked preference for shortlisting assets/buildings suitable for community hubs may be dependent on subsequent viability and/or feasibility studies. This dependency is being managed initially through the creation of a central asset register for application of review criteria to all assets in scope of the project. Initial ranking will determine where additional viability or feasibility studies need to be considered. A full audit trail of how these studies impact on shortlisted assets will be retained.

The main constraints for the project are:

1. Operational – Services in scope of the project have operational requirements (statutory and non-statutory) to deliver. Children's Services are specifically subject to OFSTED inspections that could constrain activity and/or resources.

2. Financial – Currently, only £5m is allocated for implementation of community hubs within the capital programme. It is noted that this could be a specific constraint for phase 1 community hubs but not on the wider programme of work.

3. Property – Depending on the asset/building there are likely to be specific legal/contractual constraints that could impact our ability to rationalise our estate and achieve capital receipts from disposal or lease cost savings. For example, lease terms and conditions, including break or determination provisions, shared occupation on a school or academy site, ownership, restrictive covenants and user clauses, financial clawback penalties, recovery of financial investment or other legal, financial or physical constraints.

3. The Economic Case

3.1 Critical Success Factors

- Strong political engagement and support for the community hub vision and strategy as well as its translation into delivery

- Effective community engagement and consultation for delivery of the community hub strategy

- Available capability and capacity (internal or external) to provide effective programme/project management and implementation support

- Availability of timely (internal or external) advice/consultancy/support, e.g. legal, finance, procurement, commercial, HR, building planning and design, valuation and estates, land and property information and asset records

- Clear accountability, responsibility and governance arrangements in place

- Effective and transparent communication between all parties including internal/external stakeholders, delivery partners

3.2 The Options

The table below provides a summary of the main options appraised as part of this business case.

Option	Description
Option 1 – **Do nothing**	Continue to operate the Council's 43 designated Children and Family Centres, 33 libraries, 3 combined libraries and Children and Family Centres and 6 Find It Out centres as they are, from both a service and location perspective
Option 2 – **Single Community Hub** Implement Community Hubs model at the top ranked location	Identify the single most appropriate location using set criteria and consolidate services from multiple assets within a 2- mile radius to create a single community hub in the county, providing services aligned to the community hubs strategy
Option 3 – **Multiple Community Hubs** Implement Community Hubs model across multiple locations based on top 10 ranking	Identify the most appropriate locations using set criteria and consolidate services from multiple assets within a 2- mile radius to create multiple community hubs across the county, providing services aligned to the community hubs strategy
Option 4 – **All assets replaced with community hubs** Implement Community Hubs model across all locations	Consolidate services from all in-scope assets (85 physical assets) across the County and replace them with community hubs, providing services aligned to the community hubs strategy

3.3 Options Appraisal Approach

A systematic and layered approach has been applied to the options appraisal process to help inform a ranked list of the most appropriate locations and their communities that would benefit from the implementation of the Council's community hub model.

The following data sets have been used to help inform the options appraisal process:

- Property asset analysis data
- Asset type/usage
- Asset tenure
- Asset square footage
- Asset location
- Potential net capital receipt value - *where available*
- Population density
- Deprivation indices
- Asset proximity analysis

The following types of Council assets are in scope for each appraised option:

- Libraries
- Children and Family Centres
- Combined Children and Family Centres
- Find It Out centres

Those assets, which are being reviewed through the One Public Estate (OPE) programme, are currently excluded from the scope of this business case.

The following key principles have been applied to the options appraisal process:

- Locations for community hubs are identified and determined by the presence of libraries and Children and Family Centres as they are recognised as key universal and safe community spaces in West Sussex

- In-scope assets within a 2-mile radius of an identified location will be considered for consolidation

- Population density and deprivation indices will contribute towards the ranking order of potential community hub locations

The following assumptions (which will require regular review and challenge to ensure they hold true) have been made as part of the options appraisal process:

- Consolidating assets within a 2-mile radius of an identified location will not negatively impact accessibility/social value for residents

- Multiple assets within a 2-mile radius of an identified location can be consolidated into a single asset and the rest can be disposed of

- Book valuations from 2013 to 2016 have been used to make assumptions on potential capital receipts – these values cannot be relied upon to give true market values and the assumption is these are only indicative values pending a full market valuation for each property highlighted for disposal

- Implementing community hubs in locations with high population density and greater levels of deprivation would offer the most value to the community and return on investment for the Council

- Existing assets will be converted into community hubs

- Capital costs for the conversion of existing assets into hubs can be categorised into 3 brackets
  - £2,000,000 for sites that require significant capital works and investment plus 10% contingency
  - £1,000,000 for sites that require some capital works and investment plus 10% contingency

o   £500,000 for sites that require minimal capital works and investment plus 10% contingency

The following steps have been applied in order to identify and rank potential locations for the implementation of the Council's community hub model:

1.   Asset proximity analysis undertaken to identify locations where multiple assets exist within a 2-mile radius

2.   Assets within a 2-mile radius of each other grouped together

3.   Tier categorisation applied to existing assets

4.   The asset with the largest square footage within each group identified as the one to be retained as a potential community hub, with the rest marked for potential disposal/termination of lease

5.   Population density and deprivation indices data recorded against location

6.   Asset tenure data recorded against grouped assets

7.   Potential capital receipt and clawback data recorded against grouped assets (where available)

8.   Potential implementation capital costs (three cost brackets based on assumed level of building works) recorded against grouped assets

9.   Annual revenue cost (maintenance and utility, excluding staffing) recorded against grouped assets (where available)

10.   Asset review criteria and scoring applied to data recorded against grouped assets in order to derive a ranked list of potential locations for the implementation of community hubs

It should be noted that buildings that are due to surrender leases or be demolished have been excluded for community hub evaluation purposes. Services provided in these buildings will be considered for quick win delivery as potential opportunities to test elements of co-location.

All buildings – unless specifically excluded – will be treated in scope of the project and therefore out of scope for One Public Estate (OPE).

The table below details the asset review criteria and associated scoring to be applied to all buildings in scope as **primary** criteria. This criteria provides a **building lens** and focus on current metrics for demand, cost, implementation and local insight.

Type	No.	Criteria	Score		
			1 Point	**2 Points**	**3 Points**
Demand	1	Tier	Tier 5 or 6 Library or CFC/FIOC equivalent	Tier 3 or 4 Library or CFC/FIO equivalent	Tier 1 or 2 Library or CFC/FIO equivalent
	2	Proximity to nearest other Council Asset(s)	0 or 1 asset within a 2 mile radius	2 assets within a 2 mile radius	> 2 assets within a 2 mile radius
	3	Population Density	Low	Medium	High
	4	Deprivation Level	Low	Medium	High
Financial	5	Asset tenure	Short leaseholds (less than 25 years)	Freehold with restrictive covenants/uses or long leases (25+ years)	Freehold
	6	Net Capital Receipt from disposal of property declared surplus to operational service use or lease cost savings	Positive capital receipt less clawback or no clawback	Neutral capital receipt less clawback or leasehold	Negative capital receipt less clawback
	7	Annual Revenue Costs (excl. staffing)	Opportunity to reduce budget pressures up to £5K	Opportunity to reduce budget pressures by between £5K and £10K	Opportunity to reduce budget pressures by over £10K
	8	Investment Cost	Significant investment	Immediate opportunity with some investment required	Immediate opportunity with minimal or no investment required

Timing	9	Implementation Timetable	Implementation period > 2 years	Implementation period > 1 year but < 2 years	Implementation period < 1 year
Local Insight	10	Space Utilisation	Scoring for local insight will take the form of a block score to either negatively or positively influence points awarded against criteria (maximum 3 points per local insight criteria). These points can range from 0-9 and will be the subjective element of the asset assessment. In practice, this could elevate or demote certain assets from a ranked list for community hub suitability.		
	11	Impact on Local Communities (based on availability of other local services)			
	12	Commitment from key stakeholders and partners			

Once primary criteria was applied, **secondary** criteria was applied to the long list to provide a **community hub lens**. This focused on potential <u>future</u> metrics for demand, demographics, growth plans and other relevant operational factors.

Secondary criteria	13	Future demographics	Minimal or no change projected for local demographics	Some change projected for local demographics	Significant change projected for local demographics
	14	Reach (customer base)	CH will be in the wrong place to meet future demand	CH will be within reach of communities it serves to meet future demand	CH will be in the right place to meet future demand
	15	Availability of car parking facilities	Very limited availability or access to car parking facilities within close proximity	Some availability or access to car parking facilities within close proximity	Significant availability or access to car parking facilities within close proximity
	16	Annual revenue savings from grouping as a Hub	<£100k	£100k - £250k	>£250k
	17	Opportunity to reconfigure to accommodate new services	No or limited opportunity to reconfigure internal area	Some opportunity to reconfigure internal area	Significant opportunity to reconfigure internal area

	18	Opportunity to extend to accommodate new services	No or limited opportunity to extend to accommodate new services	Some opportunity to extend to accommodate new services	Significant opportunity to extend to accommodate new services

Finally, upon application of secondary criteria, **tertiary** criteria was applied to the long list to provide a **demand lens**. This will focus on anticipated hotspots for demand and growth across West Sussex to validate whether our community hubs are in the right location to ensure futureproofing insofar as is practicable.

A future community hub model based on our preferred option and a wholesale community hub model across West Sussex is shown further below in the economic case.

3.4 The preferred option

The table below provides an appraisal summary for each option:

Option 1	**Do Nothing** – *Retain all assets as-is*
Advantages	No upfront capital investment
Disadvantages	Unsustainable revenue costs Missed opportunities for capital receipts Non-alignment to community hub strategy Non-alignment to asset strategy Does not support West Sussex Plan priorities
Conclusion	Option discounted
Option 2	**Single Community Hub –** Implement Community Hubs model at the top ranked location
Advantages	Alignment to community hub strategy Alignment to asset strategy Contributes towards West Sussex Plan priorities Reduction in revenue costs Opportunity for capital receipts/lease savings Reduced estate and carbon footprint in a specific place Opportunity to develop a physical asset to support future communities in a specific place Improved outcomes and customer experience for service users in a specific place Opportunity to reduce demand through greater focus on prevention and early intervention for communities in a specific place Ability to use the hub as a base for delivering other

	Council services in due course
Disadvantages	Delaying potential benefits across other locations within the county by developing only one community hub Limiting our opportunity to test overarching concept for community hubs by only selecting one location – e.g. difference in community needs, investment needs across the county
Conclusion	This is a low risk option that enables us to test and inform our overarching concept and approach towards the implementation of the community hub model.
Option 3	**Multiple Community Hubs –** Implement Community Hub model across multiple locations based on top 10 ranking
Advantages	Alignment to community hub strategy Alignment to asset strategy Contributes towards West Sussex Plan priorities Reduction in revenue costs Opportunity for capital receipts/lease savings Reduced estate and carbon footprint across multiple places Opportunity to develop physical assets to support future communities across multiple places Improved outcomes and customer experience for service users across multiple places Opportunity to realise greater financial/non- financial benefits associated with the community hub model Opportunity to reduce demand through greater focus on prevention and early intervention for communities across multiple places Ability to use multiple hubs to deliver other Council services in due course
Disadvantages	Requirement for greater investment upfront (or phased) Greater financial/non-financial risks to implementing an untested model in West Sussex
Conclusion	This is the preferred option. Based on the potential benefits associated with the community hub model, this business case recommends exploring this option further by conducting detailed appraisal and analysis of opportunities to develop

	multiple community hubs across the county.
Option 4	**All assets replaced with community hubs –** Implement Community Hub model across all locations
Advantages	Contributes towards West Sussex Plan priorities Reduction in revenue costs Opportunity for capital receipts/lease savings Reduced estate and carbon footprint across multiple places Opportunity to develop physical assets to support future communities across multiple places Improved outcomes and customer experience for service users across multiple places Opportunity to realise greater financial/non-financial benefits associated with the community hub model Opportunity to reduce demand through greater focus on prevention and early intervention for communities across multiple places Ability to use multiple hubs to deliver other Council services
Disadvantages	Significant investment requirement Significant financial/non-financial risks, operational, strategic and reputational May not be the right blanket model for West Sussex Potential overlap and duplication of activity with the One Public Estate programme Constraining our ability to make best use of our estate in order to meet future service demands Significant resourcing requirements
Conclusion	This opportunity has not been wholly discounted and will require further due diligence. The potential impacts of risks associated with this option are considered to be too aggressive to either accept or mitigate against at this point in time. The cost of this option in all likelihood would also need to be tested to ensure it provides value for money.

The preferred option following the options appraisal exercise is option 3.

Multiple Community Hubs
Implement Community Hub model at multiple locations based on top 10 ranking.