

Equality and Public Health Full Impact Assessment

Impact Assessment Id: #970

1.0 Screening Information

Project Name

FUTURE DELIVERY LOCATION FOR WORCESTERSHIRE COUNTY COUNCIL'S RESIDENTIAL REPLACEMENT CARE PROVISION

Name of Project Sponsor

Hannah Perrott

Name of Project Manager

Katie Stallard

Name of Project Lead

Mel Carter

Please give a brief description of the project

A report was taken through County Council's Cabinet on the 16 January 2025 (and Adult Care and Wellbeing Overview and Scrutiny Panel on the 20 January 2025) to seek approval to commence a consultation on proposed changes to the locations of the Council's internally provided Replacement Care provision. The Cabinet Report detailed the current cost and occupancy levels at both Worth Crescent and Pershore Short Breaks and gave an indication to the known property issues and likely capital spend. The recommendation, which was agreed by Cabinet on the 16 January 2025, was to consult on four options for future service delivery to ascertain the views of existing and potential service users and their carers.

The four options were: -

Option 1: Stay in the current locations (Worth Crescent and Pershore)

Option 2: Consolidate both current locations into an existing, but vacant (other than a short-term lease in place with Myriad), building in Worcester

Option 3: Consolidate Worth Crescent into Pershore and renovate Pershore to increase available beds

Option 4: Externalise the provision

The decision went to Cabinet on the 16th July where option 2 was agreed. Post this decision we have now consulted on the potential for the Resource Centre in Worcester to move also into Greenhill Lodge which this Impact assessment is for

Data Protection screening result

Does not need a full impact assessment

Equality and Public Health screening result

Will require a full impact assessment

Environmental Sustainability screening result

Will require a full impact assessment

1.1 Background and Purpose

Background and Purpose of Project?

To support your answer to this question, you can upload a copy of the project's Business Case or similar document. A report was taken through County Council's Cabinet on the 16 January 2025 (and Adult Care and Wellbeing Overview and Scrutiny Panel on the 20 January 2025) to seek approval to commence a consultation on proposed changes to the locations of the Council's internally provided Replacement Care provision. The Cabinet Report detailed the current cost and occupancy levels at both Worth Crescent and Pershore Short Breaks and gave an indication to the known property issues and likely capital spend. The recommendation, which was agreed by Cabinet on the 16 January 2025, was to consult on four options for future service delivery to ascertain the views of existing and potential service users and their carers.

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Upload Business Case or Support documents

No files uploaded

Project Outputs

Briefly summarise the activities needed to achieve the project outcomes.

Subject to Cabinet approval, the project proposes the consolidation of three existing service locations into a single, central site within Worcestershire. This transition aims to streamline operations and enhance service delivery.

All individuals currently accessing services at the existing sites will be supported through a structured transition to the new replacement care facility. Staff will also be transitioned accordingly, although a small reduction in staffing levels is anticipated as part of the consolidation process. Transport services will be reviewed and adjusted to align with the new location and the evolving needs of service users. Property Services will oversee the closure of the three current buildings, including the removal of equipment. They will also manage the refurbishment of the new facility to ensure it meets all operational and regulatory requirements.

Project Outcomes

Briefly summarise what the project will achieve.

The project outcome is all individuals will continue to receive a service from in house provision and the council will be able to close three buildings ensuring operational and regulatory requirements are met alongside some savings made

Is the project a new function/service or does it relate to an existing Council function/service?

Existing

Was consultation carried out on this project?

Yes

1.2 Responsibility

Directorate/Organisation

Adults & Communities

Service Area

Communities & Provider Services

1.3 Specifics

Project Reference (if known)

Not Recorded

Intended Project Close Date *

July 2026

1.4 Project Part of a Strategic Programme

Is this project part of a strategic programme?

Yes

An overarching screening has already been carried out for the following areas:

Equality and Public Health

Environmental Sustainability

What was the conclusion?

Equality and environmental assessments to be completed

Upload previous impact assessment documents if available

No files uploaded

2 Organisations Involved

Please identify the organisation(s) involved:

Worcestershire County Council

Details of contributors to this assessment:

Name	Hannah Perrott
Job title	Assistant Director of Communities
Email address	hperrott@worcestershire.gov.uk

Name	Mel Carter
Job title	Head of Provider Services
Email address	mcarter3@worcestershire.gov.uk

3.0 Who will be affected by the development and implementation

Please identify group(s) involved:

Service User

Carers

Staff

3.1 Information and evidence reviewed

What information and evidence have you reviewed to help inform this assessment? *

We have researched the potential sale of the property and services in the local area of Greenhill to ensure that the activities individuals enjoy doing will be able to continue at the new site which they are. We have also research transport routes and for some individuals there will be much less travelling time and some may not require transport now. there will be a few people where initial transport time may increase but they will then not need to transfer between day care and respite as it will all be in one building so overall it will decrease their time travelling.

3.2 Summary of engagement or consultation undertaken

Who and how have you engaged, or why do you believe engagement is not required? *

We engaged with Service users and carers who use the service and the wider community offering face to face sessions and speak easy now did 1-1s with people to hear their voice.

3.3 Summary of relevant findings

Please summarise your relevant findings. *

The consultation focused on the rationale for the change, the impact on existing services and service users (including transport arrangements) along with the proposed implementation plans. SpeakEasy N.O.W. was contracted to support with creating an easy read version and engaged with individuals who use the service to ensure the voice of the customer was heard and any views were captured to inform decision-making on the proposals. Only 4 responses was had through the online survey but 24 individuals who use the service was seen by speakeasy now.

The main comments raised focused on how individuals would manage the change in provision and seeking assurance that if a change in location was decided then this change would be managed sensitively. There were also comments raised around concerns relating to loss of excellent and valued staff, who service users have positive relationships with. Transport was also raised as a concern depending on the location.

4 Protected characteristics - Equality

Please consider the potential impact of this activity (during development & implementation) on each of the equality groups outlined below. **Please select one or more impact box(es) below for each equality group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative for the same equality group and this should be recorded. Remember to consider the impact on e.g. staff, public, patients, carers etc. who are part of these equality groups.

Age

Potential positive impact selected. Potential neutral impact selected. Potential negative impact selected.

Explanation of your reasoning:

Service users - Potential Negative Impact Older adults and young people may face challenges accessing the new site if transport links are poor or the environment is not age-friendly.

Mitigation: We will ensure there are accessible transport options, age-appropriate facilities, and clear communication about the move

Potential Neutral Impact -

The changes we are looking to make has no impact based on the age profile of the service users; service users will continue to receive a service that are aged 18 and over that have eligible needs for a replacement care service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency.

Staff

All staff will be consulted with at all 3 sites where there is a risk that a small handful of staff could be made redundant. This could

have an impact on workers who are older in order to find alternative roles within the council (Or elsewhere) that meets their needs but also this could create uncertainty, stress and anxiety across all age groups. We would ensure that all staff have relevant training and upskilling workers where needed in their new environments and would support any staff made redundant to find alternative arrangement or provide support with interview coaching and CV writing For some staff there may be new opportunities of job roles, training and upskilling which would have a positive impact on their working role.

Disability

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

Potential Positive Impact -

Service Users that have a disability that utilise the service who currently require transport due to the distance from their home address to the resource centre may now not require transport based on the location of the new site centrally in Worcester. This may help retain their independence with the support of travel training and reduce the use of transport services.

Potential Negative Impact

Service Users that have a disability that utilise the service who currently don't have transport due to the distance from their home address to Resource centre may now require transport based on the location of the new site centrally in Worcester. This may reduce their independence and they may then become reliant upon transport services or family to enable them to use the services.

Individuals with physical, sensory, or cognitive impairments may experience barriers if the new site lacks full accessibility. We would conduct an accessibility audit, ensure compliance with the Equality Act, and involve service users in the planning. Any changes being made will be communicated to staff via face to face meetings, online meetings, emails and telephone calls. Service users will also be supported through one to one communication, support through carers and visual pictures to help aid understanding and any alternative options that would support clarity of changes.

Gender reassignment

Potential neutral impact selected

Explanation of your reasoning:

Service users and Staff -

Trans individuals may feel unsafe or unwelcome if the new site lacks inclusive facilities or staff training. We would ensure staff are trained in inclusive practices, and promote a welcoming environment. The changes we are looking to make has no impact based on the gender reassignment of the service users; service users will continue to receive a service irrelevant of their gender reassignment as long as they have eligible needs for a replacement care service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency. Staff will have the opportunity to visit the new work place to adjust to their new environment before transferring service users and any adjustments for staff will be included.

Marriage and civil partnerships

Potential neutral impact selected.

Explanation of your reasoning:

Service users -

The changes we are looking to make has no impact based on the marriage or civil partnerships of the service users; service users will continue to receive a service relevant of their marriage status as long as they have eligible needs for a replacement care/day services and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency. Redundancy can also have a differential negative impact for those individuals who are married or in Civil partnerships, as financial changes can impact government funding or benefits support that people may be receiving.

Pregnancy and maternity

Potential positive impact selected. Potential neutral impact selected. Potential negative impact selected.

Explanation of your reasoning:

Service users and Staff -

Potential Neutral Impact -

The changes we are looking to make has no impact based on any individuals pregnancy or maternity situation; service users will continue to receive a service irrelevant of being pregnant or on maternity as long as they have eligible needs for a replacement care/day service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency. Extra support would be given to any service user and staff member who is pregnant to ensure they are fully supported as needed. We would ensure the site is pram-accessible, with

babychanging facilities and safe waiting areas.

The transport and site changes may impact staff who are pregnant or in the maternity period (up to six months after birth), as they may have limited mobility and experience additional travel times or difficulty accessing the new site. There could be a positive impact for those colleagues who are closer to work as a result of the move.

There may be an impact for workers who could be may redundant due to any changes made at the centres. We would ensure that all staff have relevant training and upskilling workers where needed in their new environments and would support any staff made redundant to find alternative arrangement or provide support with interview coaching and CV writing. For some staff there may be new opportunities of job roles, training and upskilling which would have a positive impact on their working role.

Race including travelling communities

Potential neutral impact selected. Potential negative impact selected.

Explanation of your reasoning:

**Service users -
Potential Neutral impact -**

The changes we are looking to make has no impact based on any individuals race; service users will continue to receive a service irrelevant of their race as long as they have eligible needs for a replacement care/Day service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency.

Potential Negative impact - Service Users and carers and staff

Language barriers or cultural differences may affect understanding of the move or comfort with the new setting for individuals who currently attend the service or staff who work for the service. This could also be the case for any carers who are supporting individuals with the move that they themselves may struggle to understand the changes being made. We would ensure we provide translated materials, culturally competent staff where required, and community engagement as needed. While race is not directly related to language and culture, the connections between race, nationality and heritage means we consider them for this protected characteristic.

Religion and belief

Potential neutral impact selected. Potential negative impact selected.

Explanation of your reasoning:

Service users -

The changes we are looking to make has no impact based on any individuals religion or belief; service users will continue to receive a service irrelevant of their religion or belief as long as they have eligible needs for a replacement care/Day service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency.

Potential Negative Impact -

The new site may not accommodate religious practices (e.g., prayer space, dietary needs). based on the space available. Where possible all dietary requirements will be catered for and staff will ensure engagement with faith groups where needed takes place to ensure inclusive facilities and practices.

Sex

Potential neutral impact selected.

Explanation of your reasoning:

Service users -
Potential Neutral Impact -

The changes we are looking to make has no impact based on any individuals sex; service users will continue to receive a service irrelevant of their sex as long as they have eligible needs for a replacement care service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency.

Sexual orientation

Potential neutral impact selected.

Explanation of your reasoning:

Service users -

The changes we are looking to make has no impact based on any individuals sexual orientation; service users will continue to receive a service irrelevant of their sexual orientation as long as they have eligible needs for a replacement care/Day service and has the support of a carer who needs a break from their caring role. The level of service will not change even if the venue does change and staff will move to the new service for consistency. LGBTQ+ individuals may feel excluded if the environment is not inclusive and this is simply because they are more likely to experience exclusion. We would promote inclusive values, train staff, and ensure visible support for diversity throughout .

5 Characteristics - Public health

Other vulnerable and disadvantaged groups

Potential positive impact selected. Potential neutral impact selected.

Explanation of your reasoning:

Potential Positive Impact -

Replacement care significantly contributes to reducing social and health inequalities by offering essential respite and continuity of support for carers, while also providing stability and tailored services for service users, individuals experiencing homelessness, those facing socio-economic deprivation, and members of travelling communities. By addressing immediate care needs and enabling access to replacement care it fosters inclusion, improves wellbeing, and supports long-term positive outcomes for those most at risk.

Potential Negative Impact -

While replacement care and Day care is designed to provide essential respite and support, it can inadvertently contribute to negative outcomes when not delivered in a culturally sensitive, consistent, or accessible manner. For carers, inconsistent replacement care can lead to increased stress and reduced trust in services. Service Users may experience further instability and emotional disruption. Our move to the new site will allow for consistency ensuring the same staff will be supporting and they will be offered the same level of care.

Health inequalities

Potential positive impact selected.

Explanation of your reasoning:

Replacement care and Day Care plays a vital role in reducing health inequalities by ensuring that individuals from disadvantaged backgrounds have equitable access to respite and support services, which in turn promotes better physical and mental health outcomes for both carers and those they care for.

Potential Negative Impact

When replacement care and Day care support is inconsistent, inaccessible, or not tailored to the diverse needs of communities, it can unintentionally widen health inequalities. Individuals from marginalised backgrounds—such as those experiencing poverty, homelessness, or cultural exclusion—may face barriers to accessing high-quality replacement care, leading to unmet health needs, increased stress, and reduced continuity of care. This can exacerbate existing disparities in physical and mental health outcomes, particularly for those already facing systemic disadvantage. The changes we plan to implement will ensure we maintain consistency and ensure its accessible for all service users with eligible needs.

Staff who have any health inequalities will be supported with the move to ensure that their needs are catered for within the move and that if transport is needed to access the site this will be considered within the consultation process along with opportunities to advise of any facilities needed to meet their needs.

Social and economic

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

The move could disrupt social support networks or reduce access to employment, education, linked to the current sites Worcester, Pershore and Worth Crescent if service users are already accessing these. We would look to map local services near the new site and build partnerships to maintain holistic support for those individuals and where possible we would continue to support with transport options to and from their services of choice.

As part of the proposed changes to the care provision model, it involves relocating services to a specific new site.

1. Transport and Accessibility

Public Transport Links: The new site's proximity to bus stops and/or train stations will significantly affect staff who rely on public transport. The frequency, reliability, and accessibility of these services should be evaluated. If the new site is less well-served than the current location, this could disproportionately impact staff without access to private vehicles.

Parking Availability: The availability of on-site or nearby parking is a key consideration. This includes:

Number of spaces available for staff.

Designated accessible parking for staff with disabilities.

Safety and security of parking areas (e.g., lighting, CCTV).

Cycling and Walking Access: Safe and well-maintained pedestrian routes and cycle paths can support active travel. The presence of secure bike storage and shower facilities may also be relevant.

2. Proximity to Local Amenities

The new site's distance from local amenities such as shops, food outlets, childcare facilities, and healthcare services may affect staff convenience and wellbeing, especially during breaks or before/after shifts.

3. Physical Environment and Safety

Lighting: Adequate lighting in and around the site is essential for staff safety, particularly for those working early mornings or late evenings.

Surface Conditions: Pavements and walkways should be even, well-maintained, and free from trip hazards. This is especially important for staff with mobility issues or visual impairments.

Signage and Wayfinding: Clear, visible signage both outside and within the building is important for staff orientation, especially during the transition period. Poor signage can increase stress and reduce efficiency.

Physical health

Potential negative impact selected.

Explanation of your reasoning:

Potential Positive Impact -

Service Users that have a disability or physical health issues that utilise the service who currently require transport due to the distance from their home address to either the resource centre may now not require transport based on the location of the new site centrally in Worcester. This may help retain their independence with the support of travel training and reduce the use of transport services and have a positive impact on their health and wellbeing.

Potential Negative Impact

Service Users that have a disability or physical health issue that utilise the service who currently don't have transport due to the distance from their home address to the resource centre may now require transport based on the location of the new site centrally in Worcester. This may reduce their independence and they may then become reliant upon transport services or family to enable them to use the services. This could have a negative impact on their physical health. Individuals with physical, sensory, or cognitive impairments may experience barriers if the new site lacks full accessibility. We would conduct an accessibility audit, ensure compliance with the Equality Act, and involve service users in the planning.

We would ensure the new location is accessible by public transport, has step-free access, and is close to other health services where possible and if this isn't possible staff would be fully trained to know where these are in any emergency.

Mental health and wellbeing

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

Potential Negative Impact

Disruption to routine and unfamiliar environments can increase anxiety or distress, particularly for individuals with mental health conditions or neurodivergence. We would provide clear, early communication, offer transition support, and ensure the new site is calm, welcoming, and sensory-friendly.

Potential Positive impact

The transition to a larger, modernised facility offers a significant opportunity to improve the experience and wellbeing of individuals accessing replacement care. Through clear and early communication, tailored transition support, and the creation of a calm, welcoming, and sensory-friendly environment, the new site will better accommodate those who currently find the setting at Resource Centre challenging. The increased space will allow individuals to access quieter areas, which can positively impact mental health and wellbeing. Additionally, the opportunity to engage with new peers and reside in a newly renovated building will enhance social interaction and comfort, addressing the limitations of the existing, outdated and spatially restrictive facilities.

Access to services

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

People in rural or deprived areas may face increased travel time or costs, reducing their ability to access care. We would offer transport support to any individuals who meet the criteria but is unable to access independently.

Potential Positive impact

The relocation to a larger facility presents a valuable opportunity to enhance access to replacement care services without the need to travel between sites reducing travel time. Having a larger property may ensure there is opportunity to explore different activities for individuals and those that have a need to increase their day care provision this may become more possible. This expansion will enable more consistent and equitable access to respite care and Day care, supporting both service users and their carers more effectively

6 Actions to mitigate potential negative impacts

Risk identified	There is a risk of reputational damage due to negative public perception of the change process.
Actions required to reduce/eliminate negative impact	To mitigate this we would be transparent and ensure proactive communication using the following -
	Clear Messaging: Develop consistent, honest, and jargon-free messaging about the reasons for the change, expected benefits, and how risks are being managed.
	Early Engagement: Inform stakeholders—including staff, service users, families, and the wider community—early in the process to avoid misinformation.
	Dedicated Communication Channels: Use newsletters, FAQs, drop-in sessions, and a dedicated webpage to keep stakeholders informed.
Who will lead this action	Project Manager, Assistant Director, Provider Services Manager And Staff Within The Unit.
Timeframe	18 months
Risk identified	There is a risk that service users don't transition well the new building and stop using the services. This could increase risk of breakdown of family arrangements, increase risk of going into residential care and increase the financial burden.
Actions required to reduce/eliminate negative impact	We mitigate against this by managing the transition arrangements, ensuring carers and SU's have the opportunity to look around the new placement and create a transition plan for each individual.
Who will lead this action	This Will Be A Mixture Of Social Workers, Care staff, Carers And Project Manager. it will be a collective requirement to manage the transition well.
Timeframe	18 months

How will you monitor these actions?

We will monitor these risk through the project group to ensure we are managing the mitigations and updating the risk as we go through the stages of the project.

7 When will you review this equality and public health estimate(EPHIA)?

This will be reviewed following the staff consultation and then throughout the project to ensure we remain vigilant around impacts.

8 Declaration

The following statement has been read and agreed:

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics: Age; Disability; Gender Reassignment; Marriage & Civil Partnership; Pregnancy & Maternity; Race; Religion & Belief; Sex; Sexual Orientation
- Our Organisation will challenge discrimination, promote equality, respect human rights, and aims to design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others
- All staff are expected to deliver and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics

I confirm to the best of my knowledge that the information I have provided is true, complete and accurate

I confirm that I will make sure that Equality and Public Health have been and continue to be considered throughout the project life cycle and that, if circumstances change in the project, a further Equality and Public Health Impact Assessment Screening will be carried out.

8 Application Details

Last Updated Date Time

14/10/2025 21:45:13

Screening Submitted Date Time

14/10/2025 13:08:38

Last Reopened Date Time

No Date Recorded

Full Impact Submitted Date Time

14/10/2025 21:45:13

Approved/Rejected Date Time

No Date Recorded

Current User Dashboard Request Status

Submitted

9.0 People with access to the original screening

[Katie Stallard \(KStallard2@worcestershire.gov.uk\)](mailto:KStallard2@worcestershire.gov.uk)

9.1

People with access to this equality and public health assessment

[Katie Stallard \(KStallard2@worcestershire.gov.uk\)](mailto:KStallard2@worcestershire.gov.uk)

10

Direct Questions

No Questions Asked