

CABINET MEMBER DECISION

Date of decision – 27 OCTOBER 2025

FUTURE DELIVERY LOCATION FOR WORCESTERSHIRE COUNTY COUNCIL'S WORCESTER RESOURCE DAY CENTRE FOR ADULTS WITH LEARNING DISABILITIES

Relevant Cabinet Member

Sue Eacock

Relevant Chief Officer

Strategic Director for Adults and Communities

Local Member(s)

As appropriate

Recommendation

1. The Cabinet Member with Responsibility for Adult Social Care is recommended:

- (a) To note the outcome of the public consultation as summarised in paragraphs 6-11;**
- (b) To approve the relocation of Worcester Resource Centre to Greenhill Lodge in Worcester as described in paragraph 13;**
- (c) To authorise the Strategic Director for Adult and Communities to implement the relocation**

Background

2. As part of its duties under the Care Act 2014, the Council must meet the care and support needs of adults and the support needs of carers who are assessed as eligible under the Act's eligibility criteria. This includes the provision of day services where this is specified in an individual's Care and Support Plan as being the most appropriate way of meeting one or more eligible needs.

3. Worcester Resource Centre (WRC) is for people who need a fully equipped base or benefit from the security of a staffed base from which to access their day services and day opportunities in the community. The service is based in Cherry Orchard in Worcester and is owned by the County Council and is attended by 35 people.

4. Following conversations with Property colleagues and Service Managers, as part of the work to relocate the Council's internal Replacement Care services from Worth Crescent, Stourport (WC) and Pershore Short Breaks (PSB), an additional option of further consolidating provision at Worcester Resource Centre into Greenhill Lodge (GHL) was considered to maximise the space available. There would be no change to the availability of the service provided but would allow the current WRC building to be

either repurposed or sold and all available space at Greenhill Lodge to be fully occupied.

5. The business case for this option was outlined in the Cabinet Member with Responsibility for Adult Social Care Decision Report of the 4 August 2025 (see supporting information). This option was also discussed with the Adult Care and Wellbeing Overview and Scrutiny Panel on the 16 July 2025. As a result, the CMR agreed to consult on the relocation of day services provision at Worcester Resource Centre into Greenhill Lodge ahead of a final decision.

Feedback from Public Consultation

6. 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. The consultation commenced on the 11 August 2025 and concluded on the 22 September 2025. A survey was shared to all individuals who currently use Worcester Resource Centre, their family carers, and to the wider community (such as those transitioning from Children Services) to ensure everyone had an opportunity to respond to proposals. Face to face sessions were also organised on the 21 August 2025.

7. SpeakEasy N.O.W. was contracted to support with creating an easy read version and engage with individuals who use the services to ensure the voice of the customer was heard and any views were captured to inform decision-making on the proposals.

8. There were five responses received through the online survey, even though it was publicised and reminder letters sent out. There were also additional conversations requested between three carers and the management team, reassurances were provided about continuing to access the current day services provision and staff moving with the service to the new building. There is a cross over of families who access both replacement care and Worcester Resource Centre, so these families had already received information about the changes and had the opportunity to provide feedback.

9. SpeakEasy N.O.W. completed three visits to WRC. They met both with people using the service and the staff supporting them. They were told that some of the people would have difficulty communicating with them. When this happened, the staff were there to support them. SpeakEasy N.O.W. used pictures, including pictures of different activities, to help some people answer the questions. They met with 24 people face to face and received 8 completed questionnaires. This meant they were able to engage with everyone who uses the service, which may be the reason why there were no responses to the online survey.

10. SpeakEasy N.O.W used the opportunity to ask individuals their thoughts on Worcester Resource Centre, describing what they like and things they would like to change. This report is attached in the supporting information. Some of the key future considerations from the report are: -

- The current service at Worcester Resource Centre is well liked and people using it feel safe and secure.
- Any changes planned will need to be well managed. Service change creates anxiety for the people who use the service and their families and the staff who work there. Although, some people will cope with change better than others, not

everyone will need the same approach in how they are supported. Providing consistency and continuity will help to reduce anxiety.

- It is important to try to keep as many of the current staff team as possible. This includes both support and admin staff.
- They saw good relationships between all staff and people using the service regardless of their roles.
- Maintaining friendships is important too and people want to be able to see their friends as often as they do now.
- Any new location should be visited by people well before the move. Some people may need to visit more than once. Staff should be well informed so they can answer queries that people have and help to reduce worries or concerns.
- It will be important to continue to offer the same activities and opportunities for people. As many items as possible should be transferred from the current service to the new location. People will be reassured by using things they're familiar with.
- The current environment allows people to move freely around the centre. People with high support needs currently have the same freedom to move round and staff effectively manage the impact of this in the current environment. This needs to be managed in the same manner in a different environment.
- Location is important for access to community facilities and amenities. Easy access to shops, parks and walking areas would help people to continue with these activities.

11. Three engagement sessions were offered at WRC to family carers an opportunity to meet face to face with the Senior Officers leading the consultation and review any concerns about the proposals. The sessions were offered to all carers with family members attending Worcester Resource Centre and were attended by five individuals. The feedback collected was that carers were concerned about the level of support provided remaining the same, staff moving with the service to the new building and transition plans for individuals to be able to acclimatise to the change of venue.

Response to consultation

12. Consideration has been given to the findings of the consultation and assurances have been given that with a move to Greenhill Lodge, packages of care will remain the same and continuity of care will be maintained with the transfer of existing staff to the new location. Greenhill Lodge is in close-proximity (walking distance) to multiply green space, leisure facilities (e.g. sports facilities and cinemas) and shops and is on a bus route to into the centre of Worcester. These assurances were provided to those responding to the consultation and will continue to be re-iterated throughout the transition.

Recommendation

13. Considering the findings of the consultation and appraisal of options outlined in the CMR report of the 4 August 2025, the recommendation is to proceed with the option to relocate Worcester Resource Centre to Greenhill Lodge, Worcester. This re-location will be subject to obtaining the necessary planning permission to increase the car parking at the site or providing a suitable alternative.

14. The development of Greenhill Lodge in preparation for the Replacement Care and Worcester Resource Centre moves has commenced. Contractors have already been onboarded to develop a detailed design plan by December 2025. Onsite work is

expected to commence from January 2026 and Phase One of the moves into Greenhill Lodge (Replacement Care) will start from end of March 2026. Work will continue with Myriad, the current tenant at Greenhill Lodge, to sustain their provision on site to March 2026 and then support their relocation to alternative premises to sustain their provision.

Finance implications

15. The costs of refurbishing Greenhill Lodge for both Replacement Care and Day Services has been calculated at £619,390. The service has a Capital Investment in Community Capacity/ Specialised Housing capital grant within the existing capital programme totalling £1.039 million and the refurbishment would meet the grant requirements. This will avoid any additional revenue implications arising from borrowing.

16. The use of this fund to refurbish Greenhill Lodge has been accounted for in the Council's Capital Programme and approved by Cabinet on the 25 September 2025 and will be taken to Full Council on the 6 November for final approval.

17. The move to Greenhill Lodge, inclusive of the move of Worcester Resource Centre allows for a gross revenue saving of £177,226 per annum to be realised once the move is complete. This is £45,000 lower in year 1 as it assumed one off removal and IT costs are funded from the savings generated.

18. Savings for the total option including the specific WRC option can be found in the table below.

	1st phase	2nd Phase	
	PSB & WC move to GHIL	WRC move to GHIL	Total
	£	£	£
Current Revenue Costs/saving	-70,000	25,114	-44,886
Additional Transport costs	12,000	7,000	19,000
Staffing Saving	-98,296	-53,044	-151,340
Gross Saving	-156,296	-20,930	-177,226
Removal & IT	35,000	10,000	45,000
Net Saving	-121,296	-10,930	-132,226
	Total Gross	-177,226	
	Total Net	-132,226	

19. The potential implications of any redundancy costs will need to be funded from the year 1 savings. It is assumed that income generation and all other associated costs remain consistent in the new operation,

20. The sale of existing land and buildings will generate capital receipts which can only be used to fund additional capital expenditure or repay existing borrowing. The subsequent capital receipt values will support the council's overall capital programme and use of it will be subject to a future decision.

HR implications

21. A move to Greenhill lodge will require a formal staff consultation given the change of location. Once the move has taken place a full review of the staffing requirement and structure will take place. If changes are recommended, then a further formal staff consultation will take place. There will be potential redundancies, but every effort will be made to reduce or minimise these. A clear message from the consultation was how important the current staff in the delivery of a quality service.

Legal Implications

22. Section 1 Care Act 2014, imposes a general duty on the Council to promote an individual's well-being whenever exercising any function under Part 1 Care Act 2014. 'Well-being' is not defined within the Care Act 2014 and is a broad concept. Although the well-being principle applies specifically when the Local Authority decides in relation to an individual, the Care and Support Statutory Guidance Cabinet is clear that the principle should also be considered by the Council when it undertakes broader, strategic functions.

23. The Council must also have regard to the following matters in particular, pursuant to the following subsections of s1(3) Care Act 2014 (a) the importance of beginning with the assumption that the individual is best-placed to judge the individual's well-being; (b) the individual's views, wishes, feelings and beliefs and (e) the importance of the individual participating as fully as possible in decisions relating to the exercise of the function concerned and being provided with the information and support necessary to enable the individual to participate.

24. A needs assessment must be carried out where it appears to the Local Authority that a person may have needs for care and support. The assessment must identify whether the adult has any eligible needs. If there are, the assessment must state what those needs are. (s 9(1), Care Act 2014.) A Local Authority must also assess any carer (current or prospective) where it appears they may have needs for support. (s 10(1) Care Act 2014. Where a Local Authority is satisfied on the basis of a needs or carer's assessment that an adult or their carer has needs for care and support, it must determine whether any of the needs meet the eligibility criteria (s13 (1) Care Act 2014). Section 18 Care Act 2014 provides that where an adult is assessed as having eligible needs, the Council is under a duty to meet those needs. The criteria does not specify the types of care and support that a Local Authority must provide to meet eligible needs. Needs may therefore be met in a number of different ways e.g. by receiving day centre provision. Should an individual's day centre close, alternative arrangements to meet those eligible needs must be made.

25. If the recommendations set out in paragraph 1 are agreed, prior to any changes arising, a users needs assessment and care and support plan should be reviewed. Where a care plan is to be altered, the Council must have regard to, amongst other things, the outcomes the individual wishes to achieve and the impact on a person's well-being. In offering alternative respite accommodation the Local Authority should have

regard to the Care and Support (Choice of Accommodation) Regulations 2014. Consideration should also be given to updating any carers assessments.

26. This report details steps which would be taken to support individuals who would be affected by the proposals to identify alternative options for their current care and support provision. Following the consultation the Cabinet Member with Responsibility will need to take careful account of the views expressed in arriving at their decision. In addition, any decisions must also take into account the rights of service users as set out in the Human Rights Act 1998, specifically Article 8, "Right to respect for private and family life". Article 8 rights are not absolute and can be justified by public interest considerations including economic factors. The report explains the balance which has had to be struck between the overall rationale for day care provision including the economic factors, against the potential impact on individual residents.

Joint Equality, Public Health, Data Protection and Sustainability Impact Assessments

27. In assessing these proposals, the Council (and decision makers for this proposal) should have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010.

The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (section 149(1) (a)).
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (section 149(1) (b)).

This involves having due regard to the needs to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (section 149(4));

And

- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it (section 149(1)(c)).

An initial JIA and subsequent EIA has been carried out. Within the screening process, the question that determines a full Equality Impact Assessment is that if there are any known inequalities to exist, a full assessment will be submitted. Preliminary consideration has been given to the impact of the proposals on each stated protected characteristic, as well as intersectional links, and public health impacts in drawing up these proposals. Due regard has been given to the requirement for an Equality Impact Analysis (EIA) which was carried out (appendix 4) in respect of the proposal options. Consultation documents and information (as well as engagement methods) were deemed suitable, accessible, provided in English as standard and could be translated online, or on request, other forms of translation such as Braille, BSL, large print and alternative options were additionally available on request.

Supporting Information

1. CMR Decision report – 4 August 2025
2. Consultation Document – Services Review Survey
3. Consultation Results – Service User Feedback
4. Report from SpeakEasy N.O.W
5. Equality and Public Health Full Impact Assessment
6. Environmental Sustainability Full Impact Assessment

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Strategic Director for Adults and Communities) the following are the background papers relating to the subject matter of this report:

- 16 January 2025 Cabinet Paper

Signed on behalf of the CFO

Deputy CFO (15 October 2025)