

## Cabinet

**Thursday, 26 October 2023, 10.00 am, Lakeview Room, County Hall**

### Membership

#### Councillors:

Cllr Simon Geraghty (Chairman), Cllr Marc Bayliss, Cllr Adrian Hardman, Cllr Marcus Hart (Vice Chairman), Cllr Adam Kent, Cllr Steve Mackay, Cllr Karen May, Cllr Richard Morris, Cllr Tracey Onslow and Cllr Mike Rouse

### Appendices Supplement

Item No	Subject	Page No
4	<b>The Healthy Worcestershire Programme</b> <ul style="list-style-type: none"> <li>• Joint Impact Assessment Screening</li> <li>• Joint Impact Assessment Data Protection Full</li> <li>• Joint Impact Assessment Equality and Public Health Full</li> <li>• Joint Impact Assessment Environmental Sustainability Full</li> </ul>	1 - 42
5	<b>Shrub Hill Towns Fund Funding Agreement</b> <ul style="list-style-type: none"> <li>• Shrub Hill Quarter Terms of Reference</li> <li>• Full Equality and Public Health and Sustainability Impact Assessments</li> </ul>	43 - 92
7	<b>Worcestershire County Museum</b> <ul style="list-style-type: none"> <li>• Appendix 1 County Museum Future Delivery Model</li> <li>• Appendix 2 Capital Board report 14 08 2023 County Museum Review Hartlebury Castle v4</li> <li>• Appendix 3 June 19 Capital Board County Museum v2</li> <li>• Appendix 4 Project Screening report</li> <li>• Appendix 5 Equality and Public Health Full Impact Assessment</li> <li>• Appendix 6 Environmental Sustainability Full Impact Assessment</li> <li>• Appendix 7 Exempt – Supporting Information</li> </ul>	93 - 144

Agenda produced and published by the Assistant Director for Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Kate Griffiths [KGriffiths@worcestershire.gov.uk](mailto:KGriffiths@worcestershire.gov.uk)

All the above reports and supporting information can be accessed via the Council's website [here](#)

Date of Issue: Wednesday, 18 October 2023

This page is intentionally left blank

## Data Protection Full Assessment Impact Assessment Id: #579

### 1.0 Screening Information

#### Project Name

Staying Healthy in Worcestershire

#### Name of Project Sponsor

Katie Deeley

#### Name of Project Manager

Katie Deeley

#### Name of Project Lead

Katie Deeley

#### Please give a brief description of the project

This will be an integrated community-based service responsive to the needs of residents. Where people can access programmes that support them to reduce their risk of falls, provide healthy lifestyle advice and opportunities to develop social connections.

#### Data Protection screening result

Will require 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.

This will be an integrated community-based service that's responsive to the needs of residents, which results in empowering communities to improve health and wellbeing. The core programme will offer exercise interventions designed to reduce the risk of falls and maintain independence, as well providing a broad range of health and wellbeing advice to service users either face to face, via telephone or digital.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, maintaining a healthy weight, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe

#### Upload Business Case or Support documents

[□ Healthy Worcestershire Programme - report for the leader.docx](#)

#### Project Outputs

Briefly summarise the activities needed to achieve the project outcomes.

The Healthy Worcestershire programme will be operated out of a range of community venues and be delivered via structured, professionally led sessions. These sessions will be delivered on a weekly basis and include a range of supportive activities:

First, these sessions will incorporate an evidence-based physical activity programme targeted towards improving strength and balance. The focus will be on preventing falls and maintaining participants' mobility, health and confidence. This will be supplemented with lifestyle advice including support with weight management and other positive health behaviours.

Second, the sessions will also incorporate a strong focus on community safety, including advice and sessions on how to avoid fraud, doorstep crimes and internet-based scams. These sessions will be tailored to the local area based on up-to-date intelligence from the Police, Trading Standards and Community Safety Partnerships.

Third, the emphasis within both the health and community safety elements of the programme will be on building social connections. The sessions themselves will be enjoyable, incorporating activities that provide a positive experience for attendees that they will want to keep coming back to. In addition, social prescribing will be delivered that signposts participants to other community activities and projects, such as walking groups, arts and music projects or volunteering opportunities. Grants will be made available by the Public Health to build and enhance the local choice of community activities available in each area where sessions run.

The Healthy Worcestershire programme will blend the efficiency of a county-wide approach with significant tailoring and ownership at a local community level. This will be reflected in the branding and promotion of the programme as well as the content and focus of the sessions themselves. Care will be taken to work with the local community and compliment rather than compete with existing local activities and groups. The provision of grants in addition to the structured programme will support this aim.

### Project Outcomes

Briefly summarise what the project will achieve.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, healthy lifestyles, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe.

The purpose of the Service will be to provide accessible information and support services across the County, focusing on:

- Improving levels of physical activity (focusing on strength, balance and flexibility)
- Decreasing the risk of injurious/ non-injurious falls
- Decreasing loneliness and social isolation
- Increasing community safety
- Improving healthy lifestyles

This project will aim to contribute to improving the following public health outcomes:

E13- Hip fractures in people aged over 65 (Public Health Outcomes Framework, 2023).

C16 – Percentage of adults (18+) classified as overweight or obese (Public Health Outcomes Framework, 2023)

C17a- Percentage of physically active adults (Public Health Outcomes Framework, 2023).

C17b- Percentage of physically inactive adults (Public Health Outcomes Framework, 2023).

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

New

### Was consultation carried out on this project?

Yes

## 1.2 Responsibility

### Directorate/Organisation

Chief Executive Unit (inc Finance)

### Service Area

Public Health

## 1.4 Specifics

### Project Reference (if known)

Not Recorded

### Intended Project Close Date \*

March 2027

## 1.5 Project Part of a Strategic Programme

Is this project part of a strategic programme?

No

## 2.0 Personal Data

Who are you processing data about?

Customers, clients or service users

What personal data will be collected? \*

The second stage is to list all of the types of personal data that you believe the project/works/additional processing will utilise. Please select yes for as many examples of types of data that are relevant and include any others in the free text at the bottom of the page.

**Basic Identifiers:**

**Name**

Yes

**Date of Birth**

No

**Age**

Yes

**Gender**

Yes

**Sex**

Yes

**Contact Details:**

**Address**

No

**Email Address**

Yes

**Home Phone Number**

Yes

**Mobile Phone Number**

Yes

**Postcode**

Yes

**ID Number:**

**National Insurance Number**

No

**Driving Licence/Number**

No

**NHS Number**

No

**Other General Identifier**

No

**Employment:**

**Work Related Training/Awards**

No

**Financial:**

**Income/Financial/Tax Situation**

No

**Appearance:**

**Photograph**

No

**Physical Description**

No

**Lifestyle:**

**Living Habits**

No

**Marital Status**

No

**Technology:**

**Login/Username**

No

**Device MAC Address (Wireless Network Interface)**

No

**Device Mobile Phone/Device IMEI No**

No

**Location Data (Travel/GDPS/GSM Data)**

No

**Online Identifier e.g. IP Address**

No

**Website Cookies**

No

**Other Data Types Collected**

Ethnic group

Sexual orientation

Disability

Pregnant

Learning disability

Standard physical activity readiness questionnaire

Height

Weight

BMI

SWEMWBS score (Warwick Edinburgh wellbeing scale)

Physical activity levels

Register of attendance

Outcome measures - loneliness measure + physical improvement measure

Much more consideration and discussion of the data requirements and processing will need to be had with the Service Provider once identified.

## 2.1 Legal basis for Personal Data

### What is your lawful basis for processing the personal data? \*

Please choose one of the following

Data Subject's consent for the purpose

Yes

Necessary for a contract with the Data Subject

Yes

Necessary to comply with a legal obligation

No

Necessary to protect the vital interests of an individual(s)

No

Necessary for a task in the public interest or exercise of official authority of Controller

Yes

Necessary for legitimate interests of Controller unless interests are overridden by the interests or rights of the individual (only available in limited circumstances to public bodies)

No

## 2.2 Special Data

### What special category personal data (if any) will be collected? \*

This section will not apply to all projects and should only be completed if it applies to you.

It is important that you read this section carefully, as these data types require additional care and protection.

If you do pick anything from this list, you will be required to give more details in Section 4 of this form.

You can read more about Special Category Data through this link;

<https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/lawful-basis-for-processing/special-category-data/>

#### Race

No

#### Ethnic origin

Yes

#### Political opinions

No

#### Religion

No

#### Philosophical beliefs

No

#### Trade union membership

No

#### Genetic Data

No

#### Biometric Data

Yes

#### Sex life

No

#### Health or social care

Yes

## 2.3 Legal basis for Special Data

### What is the relevant condition for processing the special category personal data? \*

You must qualify under one of the below exemptions as well as having a legal basis from the previous question.

#### Explicit Consent

The data subject has given explicit consent to the processing of those personal data for one or more specified purposes, except where Union or Member State law provide that the prohibition referred to in paragraph 1 may not be lifted by the data subject;

Yes

#### Employment and Social Security

Processing is necessary for the purposes of carrying out the obligations and exercising specific rights of the controller or of the data subject in the field of employment and social security and social protection law in so far as it is authorised by Union or Member State law or a collective agreement pursuant to Member State law providing for appropriate safeguards for the fundamental rights and the interests of the data subject;

No

#### Vital Interests

Processing is necessary to protect the vital interests of the data subject or of another natural person where the data subject is physically or legally incapable of giving consent;

No

#### Legitimate Interests of:

**"a foundation, association or any other not-for-profit body with a political, philosophical, religious or trade union aim".**

Processing is carried out in the course of its legitimate activities with appropriate safeguards by a foundation, association or any other not-for-profit body with a political, philosophical, religious or trade union aim and on condition that the processing relates solely to the members or to former members of the body or to persons who have regular contact with it in connection with its purposes and that the personal data are not disclosed outside that body without the consent of the data subjects;

**Note – this is not often applicable to local authorities.**

No

#### Publicly Available Data

Processing relates to personal data which are manifestly made public by the data subject;

No

#### Legal or Court Proceedings

Processing is necessary for the establishment, exercise or defence of legal claims or whenever courts are acting in their judicial capacity;

No

#### Public Interest - Statutory Necessity

Processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject;

No

#### Medical, Health and Social Care Provision

Processing is necessary for the purposes of preventive or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems and services on the basis of Union or Member State law or pursuant to contract with a health professional and subject to the conditions and safeguards referred to in paragraph 3;

Yes

#### Public Health

Processing is necessary for reasons of public interest in the area of public health, such as protecting against serious cross-border threats to health or ensuring high standards of quality and safety of health care and of medicinal products or medical devices, on the basis of Union or Member State law which provides for suitable and specific measures to safeguard the rights and freedoms of the data subject, in particular professional secrecy;

No

#### Archiving or Scientific, Historical or Statistical Research Purposes

Processing is necessary for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) based on Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject.



No

**2.4****Information Involved**

Understanding the information flows involved in a project is essential to a proper assessment of privacy risks.

**How will the data be collected? \***

This section should be filled in for every project, not just those collecting Special Category data.

The data will be collected during a pre-registration process, either online, completion of hardcopy or by phone options.

**What will the data be used for? \***

This section should be filled in for every project, not just those collecting Special Category data.

1. To triage clients - particular in relation to the presence and degree of frailty and to determine whether medical clearance is needed for those that are self referred (Service Provider use only)
2. For day to day management of the service eg. To notified clients when a class has been unexpected cancelled or for welfare checks when an individual has failed to turn up for a period of time (Service Provider use only)
3. Summary data to provide information on the use and benefit of the service (Service Provider and Commissioner use)

**Has data already been collected?**

No

**Are the purposes for which you are collecting the data different? \***

If the data you are hoping to use was not collected specifically for this project, please explain in the box below why it was collected. This will include data that you have collected from other teams within WCC.

Not Recorded

**Explain why existing and/or less intrusive processes or measures would be inadequate \***

In this section, you should explain why your new method/project is absolutely necessary and show that you have thought about all other options.

Currently much of this information will be gathered, though not necessarily captured, as part of the triage process. All individuals are also currently assessed on 4 outcome measures at 0 12 and 24 weeks. Outcome monitoring will be kept but be less rigorous.

This service is a total redesign of the existing service, in terms of it still providing professionally led exercises which can recondition individuals but is more informal in terms of access because it has different goals.

New information that will be gathered will be sexual orientation, height and weight (which in turn will enable BMI to be calculated).

### 3.0 Other organisations

#### Are other organisations involved in processing the data?

Yes

Please provide details of each organisation that is involved in the processing of Data. Do this by adding to the below list. \*

<b>Organisation Name</b>	Subject to competitive tender
Data Controller or Data Processor	Data Processor
Organisation's Role	Service provider
Data Sharing Agreement or Contract	Yes
Contract Reference Number/DSA Name	There will be one in place once the service provider has been agreed
Organisation involved reason	The service provider will collect the data set out by the contract. The data falls into two groups - that needed for the Service Provider to manage the service and that which will monitor activity and who is accessing the service (summary not personal data).
Disclosure and Security	<p>There will be three groups that handle or receiving the data:</p> <ol style="list-style-type: none"> <li>1. Individual professional postural and stability trainers that gather the data and will use a subset of it to manage classes day to day.</li> <li>2. The Service Provider who will hold data from all the classes centrally.</li> <li>3. The Commissioner that will hold summary data.</li> </ol> <p>The means by which data is process and transferred is to be established before the contract is finalised.</p> <p>For example, ideally the Service Provider will be able to convert postcode into SES thereby avoiding the transfer of personal data to the Commissioner. Ideally this will be converted at the time of data capture which means the address can be removed.</p> <p>In addition, there needs to be a discussion about how central information is stored with the Service Provider. Ideally we need to keep records for individuals beyond the time they may have left the service but personal data will not need to be stored once they have left the service. There may, however be people who return to the service and this will need discussion as to how this is capture.</p> <p>We will need to assess the security measures in place for data storage as levels 1 and 2 as part of the contract agreement.</p>

1 record

### 3.1 Storage detail

#### How will the information be stored? \*

Please include details of whether data will be stored outside of the European Economic Area (EEA).

Please remember that cloud storage and back up servers maybe outside the EEA.

To be determined.

#### For how long will the data be retained? \*

Summary data for the duration of the contract and beyond (date to be confirmed)

There needs to be discussion about the duration of personal details being kept as individuals may come and go from the service which presents challenges in terms of knowing when to remove personal data.

#### What is the deletion process? \*

To be determined

## 4 Consultation details

Consultation can be used at any stage of the DPIA process and is important to allow people to highlight privacy risks and solutions based on their own area of interest or expertise.

For further assistance and information please visit the [consultation toolkit section on Ourspace](#).

### Explain what practical steps you are going to take to ensure that you identify and address privacy risks \*

Currently we are undertaking a public survey of the health related priorities for adults in Worcestershire.

All consultation undertaken has been and will be anonymous.

Privacy is made available to respondents to surveys.

### Who should be consulted, internally and externally? Do you need to seek the views of members of the public? \*

Wider stakeholder consultation has taken place.

Internally: Politicians, Adult Social Care,

Externally: Active Herefordshire and Worcestershire, the ICB

We have engaged with participants of existing exercise groups through partner organisations. All information is reported anonymously.

There will be a requirement, as part of the service, to co-produce aspects of the service with locally communities and so there will be continual engagement with residents. This will be developed the mobilisation period and is likely to be specific to each local community.

### How will you carry out the consultation? \*

(You should link this to the relevant stages of your project management process)

Consultant with the public has been through a web based survey and events and attendance at groups in the local communities.

## 5 Risk register

At this stage you should identify the possible privacy risks together with their likelihood, severity and overall level, and for high risks the measures taken to reduce the risk.

Add any risk to the relevant sections below.

### Fair and Lawful Processing

Data must be processed lawfully, fairly and in a transparent manner.

Please also consider

- Have you identified at least one lawful basis for the personal data processed as part of the project?
- Does at least one Controller involved have a lawful power to act?
- Do you need to create or amend a privacy notice?
- How is your processing going to be transparent?

### Risk that processing is not transparent, and individuals are unaware that data is being collected or why it is processed

#### Unmitigated Risk

Likelihood - Reasonably Unlikely

Severity - Minimal Impact

Score - Low

#### Mitigation/Solution

Some individuals will give information over the phone initially, and so there is a risk concerning individual's not understanding or remembering to consent to the information and how it will be used. We will ensure that the Service Provider has a process in place of providing written information and consent.

#### Mitigated Risk

Likelihood - Reasonably Unlikely

Severity - Some Impact

Score - Medium

#### Result

Reduced

**Risk that information is being processed unlawfully****Unmitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Mitigation/Solution**

Potential for instructors to market their other services to clients. This needs to be addressed in the contract or employment relationship between the Service Provider and the Instructor.

**Mitigated Risk**

Likelihood - Unlikely  
 Severity - Minimal Impact  
 Score - Low

**Result**

Eliminated

**Specific, explicit and legitimate purposes**

The purpose for which you process personal data must be specified, explicit and legitimate. Personal data collected must not be processed in a manner that is incompatible with the purpose for which it was originally collected.

Please also consider

- Does your project plan cover all of the purposes for processing personal data? If not your plan needs amending accordingly.
- Are all elements of the processing compatible with the original reason and justification for the processing?
- What are these specific, explicit and legitimate purposes?

**Risk of 'mission creep' and information is used for different, or incompatible purposes to that identified when originally collected****Unmitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Mitigation/Solution**

Potential risks

The Instructor using the information to promote private work. The Service Provider would need to make explicit in their employment / contracting relationship that such activity is not allowed (and would be unlawful). Sanctions would need to be clear. Service Provider will also need to create the correct organisational culture to reduce the risk of this happening.

A key question that needs to be resolved as part of the commissioning process is whether or not the data processing will be done by the Service Provider or an anonymised data set be handed to the WCC for processing. Agreeing the routine analysis and reporting in advance reduced one data processor in the system and also require all parties at the outset to agree which data will be important to understand activity, performance and access issues.

**Mitigated Risk**

Likelihood - Unlikely  
 Severity - Minimal Impact  
 Score - Low

**Result**

Reduced

**Adequate, relevant and not excessive**

Personal data processed must be adequate, relevant and not excessive in relation to the purpose for which it is processed.

Please also consider

- Is the quality of the information adequate for the purposes it is used?
- If not, how is this to be addressed?
- Are measures in place to ensure that data is limited to that which is needed to fulfill the aim of the processing?
- Which personal data elements do not need to be included without compromising the needs of the project?

**Risk of loss of control over the use of personal data**

No Risk

**Risk that inadequate data quality means the information is not fit for the identified purpose(s) potentially leading to**

Page 10  
 Keep it Green, Keep it on the Screen

**inaccurate decision making**

No Risk

**Risk that any new surveillance methods may be an unjustified intrusion on individuals' privacy**

No Risk

**Accurate and timely**

Personal data processed must be accurate and, where necessary, kept up to date, and every reasonable step must be taken to ensure that personal data that is inaccurate is erased or rectified without delay.

Please also consider

- If you are procuring new software does it allow you to amend data when necessary?
- How are you ensuring that personal data obtained from individuals or other organisations is accurate?
- Do you have processes in place to keep data up to date?
- If any data sets are to be merged, what checks are carried out to ensure that the right data records are matched/merged together?

**Any data matching or linking, including whole data sets may link wrong records together****Unmitigated Risk**

Likelihood - Unlikely

Severity - Minimal Impact

Score - Low

**Mitigation/Solution**

We will check the IT systems the Service Provider will be using as part of the contract process. It is likely that the Provider already provides similar services and so has an established software where data can be amended or, on request, a file deleted.

The other risks mentioned are not relevant.

**Mitigated Risk**

No Risk

**Result**

Eliminated

**Storage limitation**

Personal data must be kept for no longer than is necessary for the purpose for which it is processed. Appropriate time limits must be established for the periodic review of the need for the continued storage of personal data.

Please also consider

- What are the risks associated with how long data is retained and how they might be mitigated?
- Has a review, retention and disposal (RRD) policy been established?
- How does the software enable you to easily act on retention criteria – does it enable bulk review/destruction; set review periods; extract for long-term preservation/retention of the corporate memory?

**Risk information is retained for the wrong length of time (both too long and too short)****Unmitigated Risk**

Likelihood - Unlikely

Severity - Some Impact

Score - Low

**Mitigation/Solution**

This is an issue that needs more discussion. The service redesign will allow individuals to come and go (previously they were part of a 6 month cohort that left the course at the end of the period). This presents some challenges with respect to data retention. These are meant to be local and informal sessions and so excessive information processing is undesirable. It is perhaps at the point where the Instructor and the individual agree that it is time to move onto another exercise group that the individual's information is removed.

Additional issues that needs more discussion are:

- Retention of the postcode - the WCC will need to understand access not just at a single point of time but over time, both geographically and also from a SES point of view. The postcode can be used to generate an SES grouping linked to the ED but the first part of the postcode is too large a grouping to understand geographical access. However, with retention of the full postcode, an individual could always be potentially identifiable.
- Other demographic and health information. Again we need both point in time and over time information on who is accessing the service. The Instructor will need to know the specifics of an individuals health problem, but for the reporting it might be possible to categorise it and then remove the specific detail.

It is expected that the Service Provider will have their own retention policy. We need advice from Information Governance Team as to what is reasonable.

**Mitigated Risk**

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

**Result**

Reduced

**Risk information is not securely destroyed when its retention period has been reached**

**Unmitigated Risk**

Likelihood - Unlikely  
Severity - Minimal Impact  
Score - Low

**Mitigation/Solution**

This is an issue to be discussed with the Service Provider once identified.

**Mitigated Risk**

Likelihood - Unlikely  
Severity - Minimal Impact  
Score - Low

**Result**

Reduced

## Security

Personal data must be processed in a manner that ensures appropriate security of the personal data, using appropriate technical or organisational measures (and, in this principle, "appropriate security" includes protection against unauthorised or unlawful processing and against accidental loss, destruction or damage).

Please also consider

- What technical and organisational measures are in place to ensure that the data is protected to an adequate level?
- What training on data protection and/or information sharing has been undertaken by relevant staff?
- What access controls are in place to enforce the 'need to know' principle?
- What assurance frameworks are utilised to assess adequacy of security measures in place e.g. NHS DSPT; Cyber Essentials Plus; PSN Certification?

**Risk of loss of confidentiality**

**Unmitigated Risk**

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

**Mitigation/Solution**

The main risk is loss of hardcopy registration forms as some individuals will register when they turn up for an exercise session. The Service Provider will need to have policies in place about safe handling of hardcopies until the data can be uploaded and the hardcopies securely destroyed.

**Mitigated Risk**

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

**Result**

Reduced

**Risk of inadequate security controls in place to protect and secure personal data, including inappropriate access**

**Unmitigated Risk**

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

**Mitigation/Solution**

The Service Provider will be expected to have cybersecurity measures in place and these will be checked during the contracting process.

**Mitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Result**

Reduced

**Risk that workers processing the data are not aware of their data responsibilities****Unmitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Mitigation/Solution**

The Service Provider will need to have measure in place to train their staff in their data protection duties.

**Mitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Result**

Reduced

**Risk that information is distributed using inappropriate methods**

No Risk

**Risk of re-identification of pseudonymized or anonymised data (e.g. collecting matching and linking identifiers and information may result in information that is no longer safely anonymised)**

No Risk

**Risk that information is transferred to a 'third country' without adequate safeguards****Unmitigated Risk**

Likelihood - Unlikely  
 Severity - Serious Impact  
 Score - Medium

**Mitigation/Solution**

We will need to check with the Service Provider where their data.

**Mitigated Risk**

No Risk

**Result**

Eliminated

**Financial and reputational****Risk of identity theft or fraud**

No Risk

**Risk of financial loss for individuals or other third parties**

No Risk

**Risk of financial loss for the Council (including ICO fines)****Unmitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Mitigation/Solution**

The contract with the Service Provider will set out the legal obligations of the provider and we will review their data management during the contracting process.

**Mitigated Risk**

Likelihood - Unlikely  
 Severity - Some Impact  
 Score - Low

**Result**  
Reduced

#### Risk of reputational damage to the Council, partners, and processors

##### Unmitigated Risk

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

##### Mitigation/Solution

Data breach of commissioned services by the public sector will always have some reputational damage for the commissioner. The key mitigation will be ensure that the Service Providers processes and culture is as robust as possible.

##### Mitigated Risk

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

##### Result

Reduced

### Health, safety and wellbeing

#### Risk of physical harm to individuals

##### Unmitigated Risk

Likelihood - Unlikely  
Severity - Serious Impact  
Score - Medium

##### Mitigation/Solution

Because individuals will be part of a group led by an individual instructor, the risk of unhealthy professional relationship can never be eradicated, but the likelihood of that risk is very low, particularly as individuals will be attending group sessions. Nevertheless, the PSI will have contact details of the individual.

The proposed governance processes of the Service Provider will be reviewed as part of the initial contract discussions - regarding employment checks, supervision etc.

##### Mitigated Risk

Likelihood - Unlikely  
Severity - Serious Impact  
Score - Medium

##### Result

Reduced

#### Risk of physical harm to staff and workers

##### Unmitigated Risk

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

##### Mitigation/Solution

The risk to instructors is low but cannot be minimum when working with clients and particularly with respect to physical exercise but as the classes are being led by professionally trained instructors. Some classes be developed for individuals with dementia where the risks are slightly raised, but generally a member of the family also attends such sessions.

##### Mitigated Risk

Likelihood - Unlikely  
Severity - Some Impact  
Score - Low

##### Result

Reduced

#### Risk of discrimination

No Risk

#### Risk of other significant economic or social disadvantage

No Risk

### Individuals Rights



Data protection legislation gives data subjects' various rights (listed below). Limiting or restricting any of these rights is likely to be a significant impact so the justification for any restriction, as well as mitigations, must be fully outlined.

#### Inability to meet individuals' right to be informed

##### Unmitigated Risk

Likelihood - Reasonably Unlikely

Severity - Some Impact

Score - Medium

##### Mitigation/Solution

As indicated previously, initially data collected is to be over the phone. The issue how the patient has written information and consent is properly captured will need to be discussed with the Service Provider.

##### Mitigated Risk

Likelihood - Reasonably Unlikely

Severity - Some Impact

Score - Medium

##### Result

Reduced

#### Inability to meet individuals' right of access

No Risk

#### Inability to meet individuals' right to rectify inaccurate data

No Risk

#### Inability to meet individuals' right to erase data

No Risk

#### Inability to meet individuals' right to restrict processing

##### Unmitigated Risk

Likelihood - Unlikely

Severity - Minimal Impact

Score - Low

##### Mitigation/Solution

We will need to have a discussion with the Service Provider concerning this.

The key is to avoid this by individuals being given good information about how their data will be processed and for what purpose in the first place. However if an individual still wishes to not have their data contribute to summary data reports, a mechanism will need to be agreed to exclude that individuals data from the analysis.

##### Mitigated Risk

No Risk

##### Result

Eliminated

#### Inability to meet individuals' right to data portability

No Risk

#### Inability to meet individuals' right to object

No Risk

#### Inability to meet individuals' rights relating to automated decision making and profiling

No Risk

### Additional project specific risks

No additional risks recorded

## 6 Declaration

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

I confirm that I will make sure that data protection has been and continues to be considered throughout the project life cycle and should circumstances change in the project to include any processing of personal data a further Data Protection Impact Assessment Screening will be carried out \*  
Selected

## 7 Application Details

### Last Updated Date Time

22/09/2023 13:28:38

### Screening Submitted Date Time

11/08/2023 14:05:49

### Last Reopened Date Time

No Date Recorded

### Full Impact Submitted Date Time

22/09/2023 12:28:38

### Approved/Rejected Date Time

27/09/2023 17:02:31

### Current User Dashboard Request Status

Complete

## 8.0 People with access to the original screening

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Maddy Cameron \(MCameron@worcestershire.gov.uk\)](mailto:MCameron@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)

## 8.1 People with access to this data protection assessment

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)

## 9 Direct Questions

No Questions Asked

## Environmental Sustainability Full Impact Assessment

### Impact Assessment Id: #579

#### 1.0 Screening Information

**Project Name**

Staying Healthy in Worcestershire

**Name of Project Sponsor**

Katie Deeley

**Name of Project Manager**

Katie Deeley

**Name of Project Lead**

Katie Deeley

**Please give a brief description of the project**

This will be an integrated community-based service responsive to the needs of residents. Where people can access programmes that support them to reduce their risk of falls, provide healthy lifestyle advice and opportunities to develop social connections.

**Data Protection screening result**

Will require 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.

This will be an integrated community-based service that's responsive to the needs of residents, which results in empowering communities to improve health and wellbeing. The core programme will offer exercise interventions designed to reduce the risk of falls and maintain independence, as well providing a broad range of health and wellbeing advice to service users either face to face, via telephone or digital.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, maintaining a healthy weight, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe

**Upload Business Case or Support documents**

[□ Healthy Worcestershire Programme - report for the leader.docx](#)

**Project Outputs**

Briefly summarise the activities needed to achieve the project outcomes.

The Healthy Worcestershire programme will be operated out of a range of community venues and be delivered via structured, professionally led sessions. These sessions will be delivered on a weekly basis and include a range of supportive activities:

First, these sessions will incorporate an evidence-based physical activity programme targeted towards improving strength and balance. The focus will be on preventing falls and maintaining participants' mobility, health and confidence. This will be supplemented with lifestyle advice including support with weight management and other positive health behaviours.

Second, the sessions will also incorporate a strong focus on community safety, including advice and sessions on how to avoid fraud, doorstep crimes and internet-based scams. These sessions will be tailored to the local area based on up-to-date intelligence from the Police, Trading Standards and Community Safety Partnerships.

Third, the emphasis within both the health and community safety elements of the programme will be on building social connections. The sessions themselves will be enjoyable, incorporating activities that provide a positive experience for attendees that they will want to keep coming back to. In addition, social prescribing will be delivered that signposts participants to other community activities and projects, such as walking groups, arts and music projects or volunteering opportunities. Grants will be made available by the Public Health to build and enhance the local choice of community activities available in each area where sessions run.

The Healthy Worcestershire programme will blend the efficiency of a county-wide approach with significant tailoring and ownership at a local community level. This will be reflected in the branding and promotion of the programme as well as the content and focus of the sessions themselves. Care will be taken to work with the local community and compliment rather than compete with existing local activities and groups. The provision of grants in addition to the structured programme will support this aim.

### Project Outcomes

Briefly summarise what the project will achieve.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, healthy lifestyles, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe.

The purpose of the Service will be to provide accessible information and support services across the County, focusing on:

- Improving levels of physical activity (focusing on strength, balance and flexibility)
- Decreasing the risk of injurious/ non-injurious falls
- Decreasing loneliness and social isolation
- Increasing community safety
- Improving healthy lifestyles

This project will aim to contribute to improving the following public health outcomes:

E13- Hip fractures in people aged over 65 (Public Health Outcomes Framework, 2023).

C16 – Percentage of adults (18+) classified as overweight or obese (Public Health Outcomes Framework, 2023)

C17a- Percentage of physically active adults (Public Health Outcomes Framework, 2023).

C17b- Percentage of physically inactive adults (Public Health Outcomes Framework, 2023).

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

New

### Was consultation carried out on this project?

Yes

## 1.2 Responsibility

### Directorate/Organisation

Chief Executive Unit (inc Finance)

### Service Area

Public Health

## 1.3 Specifics

### Project Reference (if known)

Not Recorded

### Intended Project Close Date \*

March 2027

## 1.4 Project Part of a Strategic Programme

Is this project part of a strategic programme?

No

## 2 Greenhouse Gas Emissions

Could the project result in an increase in GHG emissions (including CO2)? **Yes**

Please be mindful that the Council has committed to reduce its GHG emissions to zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing the assessment.

Have you undertaken an assessment of the project to know if there will likely be an increase in GHG emissions? **No**

## 3 Resources

Will the project result in increased consumption of electricity, gas or other heating fuels? **Yes**

e.g. project may require use of additional buildings, lighting and heating in buildings, additional ICT equipment, etc.

**Please explain your answer below:**

The programme will be delivered in community venues at a variety of times to cater for residents. The community buildings being used may open additional hours to support the programme such as at weekends. However, other venues that are open at unsociable hours anyway (local leisure centres etc..) will not see an increase in the use of electricity and heating.

Will the project reduce energy needs and result in reduced consumption? **No**

e.g. disposal of WCC property assets

Will the project require additional water resources leading to an increase in water consumption? **No**

e.g. increased use of water through construction processes

Might there be a decrease in water consumption? **No**

e.g. will the project involve water saving measures or initiatives

Will the project result in the use of other resources, materials or minerals? **No**

e.g. use of natural resources such as wood; or use of aggregate minerals?

## 4 Transport

Will the project result in more people needing to travel? **Yes**

e.g. will there be additional cars on the road

**Please explain your answer below:**

The staff delivering the service will need to travel across the county by car due to the transport of equipment. Emissions will be kept at a reduced level as sessions are being delivered locally.

Have alternative transport modes been considered? **Yes**

e.g. could use be made of public transport/walking/cycling etc.

**Please explain your answer below:**

The service specification will require the provider to deliver sessions in accessible locations that have good public transport links. Residents will be encouraged to use public transport to access the sessions wherever possible.

## 5 Waste

**Is there likely to be an increase in waste as a result of the project? No**

e.g. construction waste, packaging waste etc.

**Have opportunities to prevent, minimise, reuse or recycle waste been identified and considered? No**

e.g. will recycling facilities be available as part of the project

## 6 Wildlife and Biodiversity

**Will there be any negative impacts on the natural environment? No**

e.g. will the project involve removal of green space/trees; have wildlife surveys been considered; result in enhancements to green infrastructure; increased biodiversity opportunities etc.?

**Has a preliminary ecological appraisal been undertaken? No**

**Has there been consideration of statutory assessments? No**

e.g. Sustainability Appraisals, Strategic Environmental Assessments and Habitat Regulations Assessment Screening?

N.B. This is a matter of legal compliance - All plans and projects (including planning applications) which are not directly connected with, or necessary for, the conservation management of a habitat site, require consideration of whether the plan or project is likely to have significant effects on that site. This consideration – typically referred to as the ‘Habitats Regulations Assessment screening’ – should take into account the potential effects both of the plan/project itself and in combination with other plans or projects.

## 7 Pollution to land/air/water

**Is there a risk of pollution to the local environment? No**

e.g.

- will there be surface water run-off or discharge into local water source?
- will there be any impact on local water quality?
- will any waste water require treatment?
- is there the potential for spillage of chemicals?
- is there the potential for emissions to air from combustion processes resulting in poor air quality?

## 8 Resilience to climate risks

**Could climate risks affect your project? No**

N.B. some projects may be more sensitive to future changes in the climate e.g. hotter and drier summers; milder and wetter winters; increased likelihood of extreme weather events. These climate risks may affect project delivery and should be considered at the early stages of project development.

**Has the impact of extreme weather events on the project been considered? No**

e.g. heat waves and flooding.

**Is there a business/project continuity plan in place to ensure climate risks are minimised? No**

e.g. can you ensure that the project is resilient to climate risks and can continue to deliver on outcomes.

**Could the project exacerbate climate risks? No**

e.g. increase flood risk or worsen temperature extremes in the locality.

**Will the project result in the use of other resources, materials or minerals? No**

e.g. use of natural resources such as wood; or use of aggregate minerals?

## 9 Historic Environment

**Have you checked with the WCC Historic Environment team as to whether there are any impacts on the Historic Environment (negative or positive)?**

**No**

Check every development with the Historic Environment Team at the planning stage of each project. Further assessment may be required depending on the nature and scale of development. There may also be design options that would negate any need for further assessment (and lessen costs), or even opportunities to enhance heritage assets or their setting through the development.

**Does the development have the potential to result in any impacts to the historic environment or opportunities for enhancement?**

**No**

If yes, then further assessment will be required. This could take the form of a watching brief during groundworks if the potential is clearly understood and relatively low, or a more comprehensive desk-based and/or field investigation prior to development.

## 10 Procurement

**Could any procurement associated with the project have a detrimental environmental impact? No**

e.g. procurement of goods from overseas that have to be shipped; use of unsustainable materials or materials that cannot be recycled at the end of their use?

**Is there likely to be increased Greenhouse Gas emissions from products purchased for the project? No**

e.g. carbon emissions from transport and manufacturing

**Will you be able to make use of sustainable products? No**

e.g. recycled, local, ethical etc.

**Have you considered the Public Services (Social Value) Act 2012? Yes**

All major contracts let by the Council (those of more than £100,000 in total value) will be expected to deliver a meaningful contribution to our vision of Social Value in the county. The Act requires us to consider how the services we commission and procure might improve the economic, social and environmental well-being of the local area.

– please see: [Social Value](#)

**Please explain your answer below:**

The service specification will require the provider to evidence how they will make a positive impact on social value. i.e. local employment opportunities, paying for the use of local community venues etc...

## 11 Declaration

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

**I have confirmed that I will make sure that Environmental Sustainability has been and continues to be considered throughout the project life cycle and should circumstances change in the project a further Environmental Sustainability Assessment Screening will be carried out.**

## 12 Application Details

### Last Updated Date Time

28/09/2023 12:42:47

### Screening Submitted Date Time

11/08/2023 14:05:49

### Last Reopened Date Time

28/09/2023 12:38:34

### Full Impact Submitted Date Time

28/09/2023 12:40:40

### Approved/Rejected Date Time

28/09/2023 12:42:47

### Current User Dashboard Request Status

Complete

## 13.0 People with access to the original screening

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Maddy Cameron \(MCameron@worcestershire.gov.uk\)](mailto:MCameron@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)

## 13.1 People with access to this environmental sustainability assessment

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)



14

## Direct Questions

### Question:

Hi Katie

Can you just have a look at the below before I can accept the submission, please?

Section 2: "The staff delivering the service will need to travel across the county by car due to the transport of equipment. However, this may be nullified by residents not needing to use a car to access provision as the sessions will be delivered locally."

Amend this as emissions can't be nullified in this way. I think it's fair to say that emission will be kept at a reduced level as sessions are being delivered locally and leave it at that.

If you could reflect the above in your responses, I will accept the assessment for you.

Many Thanks, Anna

Sustainability Team

Asked by Anna Wardell-Hill (AWardellHill@worcestershire.gov.uk) at 27/09/2023 15:17:22

Daphne Austin (DAustin3@worcestershire.gov.uk), Katie Deeley (KDeeley@worcestershire.gov.uk), Olivia Toye (OToye@worcestershire.gov.uk), and Sophie Pryce (SPryce@worcestershire.gov.uk) have been asked this question.

### Currently Unanswered

Add Response

This page is intentionally left blank

## Equality and Public Health Full Impact Assessment

### Impact Assessment Id: #579

#### 1.0 Screening Information

**Project Name**

Staying Healthy in Worcestershire

**Name of Project Sponsor**

Katie Deeley

**Name of Project Manager**

Katie Deeley

**Name of Project Lead**

Katie Deeley

**Please give a brief description of the project**

This will be an integrated community-based service responsive to the needs of residents. Where people can access programmes that support them to reduce their risk of falls, provide healthy lifestyle advice and opportunities to develop social connections.

**Data Protection screening result**

Will require 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.

This will be an integrated community-based service that's responsive to the needs of residents, which results in empowering communities to improve health and wellbeing. The core programme will offer exercise interventions designed to reduce the risk of falls and maintain independence, as well providing a broad range of health and wellbeing advice to service users either face to face, via telephone or digital.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, maintaining a healthy weight, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe

**Upload Business Case or Support documents**

[□ Healthy Worcestershire Programme - report for the leader.docx](#)

**Project Outputs**

Briefly summarise the activities needed to achieve the project outcomes.

The Healthy Worcestershire programme will be operated out of a range of community venues and be delivered via structured, professionally led sessions. These sessions will be delivered on a weekly basis and include a range of supportive activities:

First, these sessions will incorporate an evidence-based physical activity programme targeted towards improving strength and balance. The focus will be on preventing falls and maintaining participants' mobility, health and confidence. This will be supplemented with lifestyle advice including support with weight management and other positive health behaviours.

Second, the sessions will also incorporate a strong focus on community safety, including advice and sessions on how to avoid fraud, doorstep crimes and internet-based scams. These sessions will be tailored to the local area based on up-to-date intelligence from the Police, Trading Standards and Community Safety Partnerships.

Third, the emphasis within both the health and community safety elements of the programme will be on building social connections. The sessions themselves will be enjoyable, incorporating activities that provide a positive experience for attendees that they will want to keep coming back to. In addition, social prescribing will be delivered that signposts participants to other community activities and projects, such as walking groups, arts and music projects or volunteering opportunities. Grants will be made available by the Public Health to build and enhance the local choice of community activities available in each area where sessions run.

The Healthy Worcestershire programme will blend the efficiency of a county-wide approach with significant tailoring and ownership at a local community level. This will be reflected in the branding and promotion of the programme as well as the content and focus of the sessions themselves. Care will be taken to work with the local community and compliment rather than compete with existing local activities and groups. The provision of grants in addition to the structured programme will support this aim.

### Project Outcomes

Briefly summarise what the project will achieve.

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, healthy lifestyles, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe.

The purpose of the Service will be to provide accessible information and support services across the County, focusing on:

- Improving levels of physical activity (focusing on strength, balance and flexibility)
- Decreasing the risk of injurious/ non-injurious falls
- Decreasing loneliness and social isolation
- Increasing community safety
- Improving healthy lifestyles

This project will aim to contribute to improving the following public health outcomes:

E13- Hip fractures in people aged over 65 (Public Health Outcomes Framework, 2023).

C16 – Percentage of adults (18+) classified as overweight or obese (Public Health Outcomes Framework, 2023)

C17a- Percentage of physically active adults (Public Health Outcomes Framework, 2023).

C17b- Percentage of physically inactive adults (Public Health Outcomes Framework, 2023).

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

New

### Was consultation carried out on this project?

Yes

## 1.2 Responsibility

### Directorate/Organisation

Chief Executive Unit (inc Finance)

### Service Area

Public Health

## 1.3 Specifics

### Project Reference (if known)

Not Recorded

### Intended Project Close Date \*

March 2027

## 1.4 Project Part of a Strategic Programme

Is this project part of a strategic programme?

No

## 2 Organisations Involved

Please identify the organisation(s) involved:

Herefordshire & Worcestershire STP

Other - Active Herefordshire and Worcestershire, Adult social Care, Citizens Advice, Healthwatch Worcestershire

Details of contributors to this assessment:

<b>Name</b>	Katie Deeley
<b>Job title</b>	Senior Public Health Practitioner
<b>Email address</b>	kdeeley@worcestershire.gov.uk

## 3.0 Who will be affected by the development and implementation

Please identify group(s) involved:

Service User

Communities

## 3.1 Information and evidence reviewed

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

The following provides information on the current health in Worcestershire and highlights health inequalities that this service aims to address:

Worcestershire has an ageing population, and the number of older people is increasing. Approximately 130,000 people in the County are over 66, and proportions of older people are particularly high in Malvern Hills, Wychavon, and Wyre Forest (2021 census). The higher-than-average older population in Worcestershire means that care and support needs will be greater than other areas. It's imperative that we take action to prevent conditions associated with getting older and promote independence. Across the country there is also a significant gap between life expectancy and healthy life expectancy. Worcestershire is no different, with the gap being 15 years for men and 17 years for women (PHOF, 2023).

Worcestershire is also worse than the national average in health-related measures such as hip fractures, musculoskeletal (MSK) conditions and obesity. There are inequalities in health that are seen across different districts. For example, people living in more deprived districts are more likely to have a lower healthy life expectancy. Hip fractures in over 65's are higher than the national average and are more common in older people and people who have osteoporosis, which is a condition that weakens bones. Hip fractures lead to increased mortality, long stays in hospital and reduced quality of life. Creating a significant financial burden on NHS services, with inpatient services having cost the NHS £869 million over the past 10 years (Baji et al., 2023)

Worcestershire's prevalence of overweight and obese adults (18+) is also higher than the national average, with 66.9% being classified as either overweight or obese in 21/22 (Active Lives Adult Survey, Sport England). Obesity is a global and complex public health concern. It is associated with reduced life expectancy and is a risk factor for a range of chronic diseases such as cardiovascular disease, type 2 diabetes, some types of cancer, liver, and respiratory disease. Being overweight or obese can also put additional pressure on joints and impact mobility as well as mental health.

MSK conditions are also a concern across the County as our rates are higher than the regional and national average (Public Health Outcomes Framework, 2023). These conditions include osteoarthritis, rheumatoid arthritis, and back pain. MSK conditions significantly limit mobility and dexterity, which can lead to early retirement, poor wellbeing, and social isolation (WHO, 2022). The general ageing population means more people are living with MSK conditions that limit their day to day lives. However, people gradually start to lose bone from the age of 35, so there is a need to stay strong and healthy, giving people the best chance of living independent pain free lives.

Review of current services:

We have also undertaken a review of current commissioned strength and balance services and found that we need to rethink the approach. A recent evaluation report highlighted that the current service is generally underutilised and being used by mainly White British residents from higher socio-economic groups. This is not having a positive impact on health inequalities seen across the County. The current service also asks for exercise instructors to be qualified to a level 4 (postural stability instructor) which significantly limits the capacity of the service. This will be addressed in the new service design and specification.

## 3.2

**Summary of engagement or consultation undertaken****Who and how have you engaged, or why do you believe engagement is not required? \***

We have briefed appropriate elected members and had early conversations with partners (such as Active Herefordshire and Worcestershire, Citizens Advice, HealthWatch) about the Healthy Worcestershire programme. We have also consulted with the Bromsgrove District Collaborative and they have all given their verbal support for the programme.

We have set up a stakeholder engagement group to oversee the planning and implementation of the programme. This includes:

- Active Herefordshire and Worcestershire
- Healthwatch Worcestershire
- Citizens Advice
- Adult Social Care
- ICB
- Public Health

We have drawn feedback on how residents would like to access services to improve their health and wellbeing from previous consultation exercises. This includes the COVID-19 impact engagement report, health and wellbeing consultation strategy and physical activity community intelligence report. These reports can be made available on request.

We are also conducting a number of small focus groups and doing some wider consultation on how people would like to stay health in Worcestershire which will inform the service design and specification.

### 3.3 Summary of relevant findings

#### Please summarise your relevant findings. \*

COVID-19 Impact Engagement report:

Community and service access

- Participants felt that support services need to be localised, providing better access and opportunity to meet others locally
- Many groups spoke of the importance of being part of their community and how removal from that has affected them significantly.
- 85.7% (600 responses) would prefer to access services in person. [Being Well Survey]

Opportunities for action

- Affordable, local, and community-led groups, sessions, events, or activities to improve mental health and wellbeing and tackle social isolation.
- More consideration of support for residents particularly in relation to:
  - o Access to employment opportunities
  - o Public transport
  - o Physical activity opportunities like gym memberships and classes
  - o Childcare costs
  - o Carer break and respite support

Health & Wellbeing Strategy - consultation findings:

Physical health

- Access to affordable physical activity opportunities in your local community and at work.
- Being well means different things to different people! The top 3 things were:

- o Physical health
- o Access to healthcare
- o Mental health / self-care

Accessing services

- Being able to access health and wellbeing services in a variety of ways.
- Having services that are tailored to individual needs.
- Clear communication between services and the public.

Physical Activity Community Intelligence Report:

- Some participants spoke about how being physical active can significantly affect social interaction. "When they started opening gyms etc. I joined a couple of groups to meet someone new twice a week. It motivated me to do more physical activity. I think that many people were influenced by the fact that we had the opportunity to do something again, and many people benefit from it". (Source: Ethnic minorities focus group)
- It was agreed that more walking took place and walking with a friend has helped, it's gets you out and meeting people. Source: Older adults over 65 focus group.
- Communications access to physical activity: "There was a service offering to train the over 60's how to use the gym. It was to encourage elderly people to keep fit. Deaf people couldn't access it though, as the people running it couldn't communicate with them. Doctors also encourage older people to go swimming, and they can do this for free with a pass from the doctor, but Deaf people are not being told that this is a possibility. They are not getting the information about things like this. (this comment is in relation to accessing help and advice really, and not Covid related)". Source: Deaf focus group

## 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.

#### Explanation of your reasoning:

This service is to be provided to Individuals, who are over the age of 18 and reside in the County of Worcestershire or have a registered GP in Worcestershire.



Access to the services will need to accommodate the diverse needs of the target population in terms of availability; to include daytime, evening, and weekend sessions along with a virtual offer. Although the service will be available for anyone over the age of 18, older adults (over the age of 60) will be targeted and will directly benefit from improving their strength and balance, reducing their risk of falls, improving social connection and reduce their vulnerability to doorstep crime.

## Disability

Potential positive impact selected.

### Explanation of your reasoning:

The service provider will:

- i. Implement a service that is relevant, flexible, inclusive, and tailored to the individual's needs, ability, and cultural requirements and that supports service users to improve strength, balance, and flexibility as well as overall conditioning and levels of physical activity.
- ii. Provide culturally sensitive services.
- iii. Ensure access for people who have a physical or learning disability. Reasonable adjustments to the programme should be made.
- iv. Have access to an interpreter and include communications in different languages where appropriate. The service Provider must ensure that the service complies with the Disability Discrimination Act and the Equality Act 2010 <https://www.gov.uk/definition-of-disability-under-equality-act-2010>.
- v. Ensure the service is available for people with all levels of literacy, sensory impairment, learning disability and be carer friendly.

The service provider will actively meet the requirements of the Equality Duties and Equality Act 2010 which include:

- Eliminating discrimination
- Promoting equality of access to services
- Conducting Equality Impact Risk Assessment on policies, procedures and service

The Provider will conduct equity audits to ensure the Service reaches segments of the population that are underrepresented but could benefit from the service.

Providers must be able to meet Worcestershire County Council's Digital Accessibility Requirements for their Content.

Digital accessibility requirements | Digital accessibility information for our third party providers of content | Worcestershire County Council

## Gender reassignment

Potential neutral impact selected

### Explanation of your reasoning:

The service won't specifically target people who are going through gender reassignment, however the service will actively meet the requirements of the Equality Duties and Equality Act 2010. This will ensure that the service is welcoming to all.

## Marriage and civil partnerships

Potential neutral impact selected.

### Explanation of your reasoning:

The service won't specifically target people who are married or in a civil partnership, however the service will actively meet the requirements of the Equality Duties and Equality Act 2010. This will ensure that the service is welcoming to all.

## Pregnancy and maternity

Potential neutral impact selected. Potential negative impact selected.

### Explanation of your reasoning:

This service won't be appropriate for pregnant people due to the nature of the exercises. Pre-natal exercise classes need to be delivered by appropriately qualified instructors. This service will not target or be appropriate for pregnant people. Dieting during pregnancy is also not recommended as it may harm the health of the unborn child. (NICE guidance)

## Race including travelling communities

Potential positive impact selected.

### Explanation of your reasoning:

**This service will be delivered in the heart of communities and will take a positive action approach to encourage participation from those who have been historically excluded due to race and ethnicity; predominantly those who are not from a white ethnic background. The service will also target people from socioeconomically deprived backgrounds. The service will actively meet the requirements of the Equality Duties and Equality Act 2010.**

## Religion and belief

Potential neutral impact selected.

**Explanation of your reasoning:**

The service won't specifically target people who are have a specific religion or belief, however the service will be delivered at a range of days and times which will provide more options for people who follow strict religious practices. The service will also be expected to deliver culturally appropriate sessions i.e. men only and women which will be outlined in the service specification. This service will actively meet the requirements of the Equality Duties and Equality Act 2010. This will ensure that the service is welcoming to all.

**Sex**

Potential positive impact selected. Potential neutral impact selected.

**Explanation of your reasoning:**

This service will be designed to ensure that there is an offer attractive to all, so that there is gender equity and balance in attendance and engagement. The service will actively meet the requirements of the Equality Duties and Equality Act 2010. This will ensure that the service is welcoming to all.

**Sexual orientation**

Potential neutral impact selected.

**Explanation of your reasoning:**

The service won't target people based on sexual orientation, however the service will actively meet the requirements of the Equality Duties and Equality Act 2010. This will ensure that the service is welcoming to all.

## 5 Characteristics - Public health

**Other vulnerable and disadvantaged groups**

Potential positive impact selected.

**Explanation of your reasoning:**

This will be an integrated community-based service that's responsive to the needs of residents, which results in empowering communities to improve health and wellbeing. The core programme will offer exercise interventions designed to reduce the risk of falls and maintain independence for those who are vulnerable, as well providing a broad range of health and wellbeing advice to service users either face to face, via telephone or digital.

**Health inequalities**

Potential positive impact selected.

**Explanation of your reasoning:**

The 'Healthy Worcestershire Service' will address health issues that are seen across the county but are more prevalent in some districts. For example, residents in the district of Redditch suffer with higher rates of obesity and are more likely to be physically inactive. The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity, strength, balance, and flexibility, healthy lifestyles, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe.

**Social and economic**

Potential positive impact selected.

**Explanation of your reasoning:**

The Healthy Worcestershire programme will utilise existing local venues that are easily accessible and have good local transport links which removes barriers to participating in exercise. Community-based group exercise programmes that offer people the opportunity to interact with others are also more likely to increase adherence rates, as well as providing functional improvements associated with being more physically active (Killingback et al., 2017).

**Physical health**

Potential positive impact selected.

**Explanation of your reasoning:**

The service will contribute to addressing health inequalities, and show measurable improvements in levels of physical activity,

strength, balance, and flexibility, healthy lifestyles, and social connectedness. The service will also help to increase awareness of community safety issues such as doorstep crime, scams, and fraud by directly educating participants on how they can keep themselves safe.

This programme will support people to lead a healthy lifestyle which includes being physically active, eating a balanced healthy diet and having a healthy weight. Adults should try and do at least 150 minutes of moderate intensity activity a week or 75 minutes of vigorous intensity activity a week (physical activity guidelines). This should include doing strengthening activities that use major muscles, and those that improve balance and flexibility. This type of exercise can help reduce the risk of osteoporosis, falls and subsequent fractures. Eating a healthy, balanced diet which includes getting enough calcium, vitamin D and protein can also give people strong and healthy bones, as well as helping to maintain a healthy weight.

### **Mental health and wellbeing**

Potential positive impact selected.

#### **Explanation of your reasoning:**

Our mental health and physical health are interconnected. Having good mental and physical health and wellbeing is the key to enable people to live happy, prosperous, and independent lives. Research shows that people with mental ill health are more likely to have a preventable physical health condition such as heart disease. Nearly one in three people with a long-term physical health condition also has a mental health condition, most often depression or anxiety. This programme will support people to socially connect and become more physically active which will result in better mental health. This will be measured using the short Warwick-Edinburgh Mental Wellbeing Scale.

### **Access to services**

Potential positive impact selected.

#### **Explanation of your reasoning:**

The location of the programmes delivered as part of this service will be local community venues and potentially leisure centres. Consideration will be given to access issues for all proposed venues including disability access and proximity to public transport links. Proposed venues (unconfirmed) are:

Droitwich Methodist Church  
 Pershore Leisure Centre  
 Evesham Cavendish Park Care Home  
 St Peters Village Hall  
 Warndon Lyppard Hub  
 Perdiswell Leisure Centre  
 Kidderminster Holy Innocents Church  
 Batchley Community Centre  
 Windmill Community Centre  
 Fathers Barn Village Hall  
 Catshill Methodist Church  
 Wythall Village Hall  
 Bromsgrove Methodist Church  
 Newsong Community Church

## 6 Actions to mitigate potential negative impacts

<b>Risk identified</b>	Pregnant women will not be eligible for the service as the instructors delivering the exercise interventions may not be appropriately qualified to deliver to this group. Dieting during pregnancy is not recommended as it may harm the health of the unborn child.
<b>Actions required to reduce/eliminate negative impact</b>	Any pregnant women interested in the service will be signposted to the most appropriate guidance and information to help them to be more active during pregnancy. Such as the NHS website ( <a href="https://www.nhs.uk/pregnancy/keeping-well/exercise/">https://www.nhs.uk/pregnancy/keeping-well/exercise/</a> )
<b>Who will lead this action</b>	Adult Health Improvement Team
<b>Timeframe</b>	Duration of the contract

### How will you monitor these actions?

Not recorded

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

The EPHIA will be reviewed before the tender process after feedback is given. The service specification will also outline the need to regularly consult with current and prospective service users on the design and delivery of the service.

## 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

05/10/2023 08:32:37

### Screening Submitted Date Time

11/08/2023 14:05:49

### Last Reopened Date Time

26/09/2023 11:09:05

### Full Impact Submitted Date Time

26/09/2023 16:37:31

### Approved/Rejected Date Time

05/10/2023 08:32:37

### Current User Dashboard Request Status

Complete

## 9.0 People with access to the original screening

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Maddy Cameron \(MCameron@worcestershire.gov.uk\)](mailto:MCameron@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)

## 9.1 People with access to this equality and public health assessment

[Daphne Austin \(DAustin3@worcestershire.gov.uk\)](mailto:DAustin3@worcestershire.gov.uk)

[Katie Deeley \(KDeeley@worcestershire.gov.uk\)](mailto:KDeeley@worcestershire.gov.uk)

[Maddy Cameron \(MCameron@worcestershire.gov.uk\)](mailto:MCameron@worcestershire.gov.uk)

[Olivia Toye \(OToye@worcestershire.gov.uk\)](mailto:OToye@worcestershire.gov.uk)

[Sophie Pryce \(SPryce@worcestershire.gov.uk\)](mailto:SPryce@worcestershire.gov.uk)

## 10 Direct Questions

No Questions Asked

This page is intentionally left blank

# Project Screening

## Impact Assessment Id: #579

### 1. Your Details

**Name of person completing screening assessment**

Katie Deeley

**Job Title**

Senior Public Health Practitioner

**Directorate**

Chief Executive Unit (inc Finance)

**Service Area**

Public Health

**Email Address**

KDeeley@worcestershire.gov.uk

**Connection to project (e.g. project manager)**

Project manager

### 2. Project Summary

For the purposes of the impact assessment screening, we will refer to the activity or area being assessed as a project.

**Project Name**

Staying Healthy in Worcestershire

**Name of Project Sponsor**

Katie Deeley

**Name of Project Manager**

Katie Deeley

**Name of Project Lead**

Katie Deeley

**Project Reference (if known)****Please give a brief description of the project**

This will be an integrated community-based service responsive to the needs of residents. Where people can access programmes that support them to reduce their risk of falls, provide healthy lifestyle advice and opportunities to develop social connections.

### 3. Data Protection

We need to establish if the proposal involves processing personal data. Personal data is information that relates to an identified or identifiable individual.

**Name of Information Asset Owner**

Lisa McNally

Senior officer responsible for the project's information assets

Does the project, any project work stream or project outcome involve any personal data? Some examples of personal data are given below. **Yes**

**Appearance:**

photograph, physical description

**Basic Identifiers:**

name, date of birth, age, biometric data, ethnic origin, gender, genetic data, race, sex

**Contact Details:**

address, email address, home phone number, mobile phone number, postcode

**ID Number:**

National Insurance Number, driving licence number, NHS number, online identifier, other general identifier

**Employment:**

work related training/awards

**Financial:**

income/financial/tax situation

**Lifestyle:**

health or social care, living habits, marital status, philosophical beliefs, political opinions, religion, sex life, trade union membership

**Technology:**

login/username, device MAC address (wireless network interface), device IMEI number, IP Address, location data (travel/GDPS/GSM data), website cookies

**Does the project, any project work stream or project outcome involve:****Evaluating or scoring individuals (including profiling and predicting)? No**

e.g. building behavioural or marketing profiles of individuals based on their web activity

**Profiling, automated decision-making or special category data to help make decisions on access to a service, opportunity or benefit, or otherwise have a significant effect on an individual? Yes**

e.g. asking an individual to submit personal data that is then analysed by a computer system, with the result that the individual's request to use a service is either accepted or refused.

**Systematic monitoring? No**

e.g. installing a CCTV or ANPR system on council premises, or any covert surveillance including anything under RIPA.

**Processing of 'special category' personal data (or 'sensitive personal data')? Yes**

e.g. processing health or social care data.

**Processing personal data on a large scale? No**

e.g. implementing a new social care record system.

**Datasets that involve combining, comparing, or matching data from multiple sources? No**

e.g. matching or merging service users' personal data against or with personal data held by a third party (e.g. the NHS).

**The personal data of vulnerable people? No**

e.g. processing children's personal data or social service client's data.

**The use or application of innovative technological or organisational solutions? No**

e.g. using fingerprint recognition technology to control access to a building.

**The transfer of personal data outside of the European Union? No**

e.g. storing personal data in a cloud service hosted in the US or using a third party that uses technology hosted in the US.

**Preventing individuals from exercising a right or using a service or contract? No**

e.g. screening applicants before allowing them to use a web service.

**Processing personal data that could result in a risk of physical harm in the event of a security breach? No****The use of third parties? Yes**

e.g. as a service provider or hosted service

**Processing children's data for profiling, automated decision-making, any marketing purposes, or to offer any online services directly to them? Yes**

e.g. apps designed for use by children



## 4. Equality

**We need to determine whether the project could affect residents and/or Council staff because they share any of the Protected Characteristics defined in the Equality Act 2010 namely Age, Disability, Gender Reassignment, Marriage/Civil Partnership, Pregnancy, Race, Religion/Belief, Sex and Sexual Orientation.**

**Does the project relate to an area where data/research indicates that inequalities are already known to exist? Yes**

**Could this project have any effect on, service delivery or usage, other aspects of daily life or community participation levels for people because they belong to any of the groups below?**

**Age Yes**

e.g. a person belonging to a particular age group (for example 18 – 30-year olds).

**Disability Yes**

e.g. A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender Re-Assignment No**

e.g. The process of transitioning from one gender to another.

**Marriage/Civil Partnership Status No**

e.g. Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

**Pregnancy/Maternity No**

e.g. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

**Race No**

e.g. Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion or Belief No**

e.g. Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Sex No**

**Sexual Orientation No**

e.g. Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

**Health Inequalities Yes**

e.g. Any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies.

## 5. Public Health

We also want to understand if the project will have any impacts on public health.

The social, economic, cultural and physical environment in which people live their lives has a significant effect on their health and wellbeing. Although genetics and personal behaviour play a strong part in determining an individual's health, good health starts where we live, where we work and learn, and where we play.

Improving public health requires taking a broader view of the conditions that create health and wellbeing, from how we plan and develop our urban spaces and places, to the opportunities for employment, recreation, and social connection available to all who live in them.

Health inequalities are the preventable, unfair and unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental and economic conditions within societies, which determine the risk of people getting ill, their ability to prevent sickness, or opportunities to take action and access treatment when ill health occurs.

### Could the project have an impact on any of the following factors?

#### **Social and Economic Yes**

e.g. culture, social support (neighbourliness, social networks/isolation), spiritual participation, employment opportunities.

#### **Physical Health Yes**

e.g. physical activity is expected to increase, influenza vaccination uptake increase

#### **Mental Health & Wellbeing Yes**

e.g. benefits to children's mental health, benefits to adult carer wellbeing.

#### **Access to Services Yes**

e.g. access to (location/disabled access/costs) and quality of primary/community/secondary health care, child care, social services, housing/leisure/social security services; public transport, policing, other health relevant public services, non-statutory agencies and services.

## 5. Environmental Sustainability

We want to understand if the project activity and project outcomes will have an impact on environmental sustainability. Please be mindful that the Council has committed to reduce its emissions to net-zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing these screening documents.

### Could this project have an impact on the categories listed below?

**Greenhouse Gas (GHG) Emissions (including CO2) No**

e.g. increased GHG emissions as a result of project implementation, which may also be linked with efficient use of resources in WCC buildings; transport; emissions from waste; and procurement.

**Efficient Use of Resources No**

e.g. consumption of energy resources, water, electricity, gas and heating fuels.

**Transport Yes**

e.g. number of people travelling, alternative transport modes.

**Waste No**

e.g. increase in waste generated or an increase in waste recycling.

**Wildlife and Biodiversity No**

e.g. impacts on the natural environment or enhancements to the natural environment.

N.B. This refers to any direct or indirect modifications to landholdings, including but not limited to removal of vegetation, alteration or demolition of buildings or modification of watercourses or lighting (not limited to just green space/trees).

**Pollution to Land or Water No**

e.g. risk of pollution to the local environment.

**Pollution to Air No**

e.g. risk of pollution to air, activity which may adversely affect air quality or increase emissions to air

**Resilience to climate change No**

e.g. risks of extreme weather and climate impacts on the project.

**Historic Environment No**

e.g. impacts on Historic Environment or enhancements of the Historic Environment.

**Procurement No**

e.g. could procurement associated with the project result in an increase of natural resources (such as long-distance shipping of goods); could use be made of local resources or work forces to support delivery of the project.

## 7. Results of Screening

<b>Data Protection</b>	Will require a full impact assessment
<b>Equality and Public Health</b>	Will require a full impact assessment
<b>Environmental Sustainability</b>	Will require a full impact assessment

This page is intentionally left blank

## Worcester Shrub Hill Industrial Estate & Station

### Terms of Reference DRAFT Governance Agreement

#### Vision

With transformed national connectivity and inspired by its heritage, Shrub Hill will become a vibrant new community and destination for Worcester.

Driven by local energy & participation, it will be a home for enterprise, experiences, and ideas: a place which is recognised for sustainable and innovative forms of living, working and relaxing. Supporting City and County investment and growth aspirations, it will become established as an exemplar for successful and inspiring urban renewal.

#### Purpose

Shrub Hill is being promoted as a new Business District within the Worcester City Centre Masterplan (July 2019), and the Shrub Hill Industrial Estate, acquired by Worcestershire County Council in Jan 2021, has been identified as being crucial to the long-term regeneration and development of the district.

In parallel Shrub Hill Station forms a core part of implementation of the Worcestershire Rail Investment Strategy (2017) supporting extended access to transformative new regional and UK-wide rail connectivity for both the City and County.

The combination of these considerable and inter-related activities presents a significant platform to deliver an exciting and substantial long-term regeneration opportunity of the Shrub Hill District.

The scope and scale of the short and longer-term redevelopment of the Shrub Hill district is extensive and complex. There are several existing and planned development programmes/projects which could directly impact emerging thoughts and ideas for both the Shrub Hill Industrial Estate and the Station. These projects have the potential to inform, influence and enable different options both in the short and longer terms.

To successfully promote the transition of the Shrub Hill district the parties recognise there is a need for the City and County to work closely together and this Joint Venture MoU sets out an initial framework and platform for joint working to allow the commencement of a range of activities which will contribute positively towards progressing the delivery and transformation SHQW.

In addition to this MoU, the parties have agreed to work together through a Steering Committee and Programme Board to guide the development of the project. The working arrangements for these Boards are set out in the separate Terms of Reference (ToR) documents.

It is acknowledged that the Parties have already liaised and established a high-level shared vision which will guide the future development and regeneration of the area and have agreed to form a Programme Board and Steering Committee to oversee the delivery of the approved activities, initiatives and projects which will contribute to the delivery of the shared vision. The [to be agreed] shared vision statement is below:

*With transformed national connectivity and inspired by its heritage, Shrub Hill will become a vibrant new community and destination for Worcester.*

*Driven by local energy & participation, it will be a home for enterprise, experiences, and ideas: a place which is recognised for sustainable and innovative forms of living, working and relaxing. Supporting City and County investment and growth aspirations, it will become established as an exemplar for successful and inspiring urban renewal.*

### Development Strategy

The development activities will be delivered in accordance with the business plan which will be endorsed by the Project Board and ratified by the Steering Committee.

The business plan will be developed by the Programme Delivery Team (PDT) and endorsed by the Programme Board.

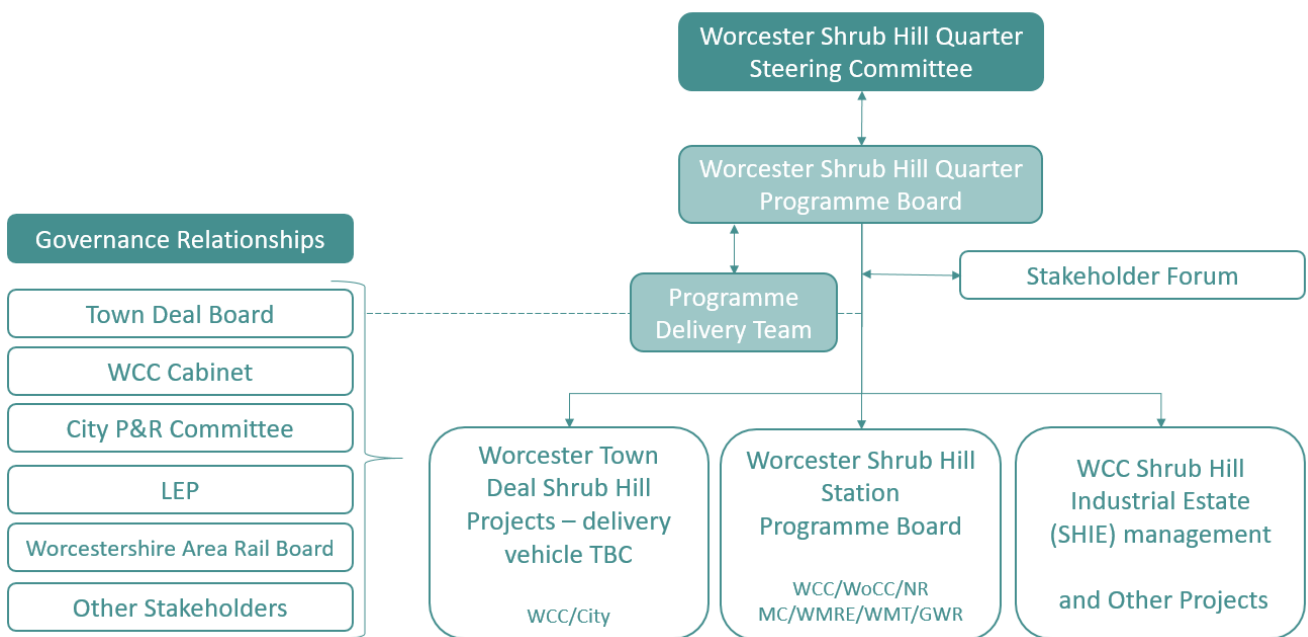
Further details on the role and function of the PDT will be contained within the Joint Venture Memorandum of Understanding (MoU) between the City and County.

### Governance

The governance structure illustrates the level of complexity involved in delivering the vision for the SHQW. It is therefore recognised that some decisions which may support, influence, or enable the wider SHQW Programme will sit within other supporting governance structures.

As the phased SHQW Programme is delivered, it is recognised that the initial governance structures may need to be modified to reflect changes in governance relationships, stakeholder involvement or delivery mechanisms. The SHQW Governance arrangements will subsequently need to be updated to reflect these changes.

#### Governance Diagram



# The Shrub Hill Quarter in Worcester

## Terms of Reference Steering Committee

### 1. Purpose

The Shrub Hill Steering Committee will consider the strategic direction of the regeneration of Shrub Hill Quarter in Worcester (SHQW), promoting a unified strategic development approach ensuring alignment with key stakeholders' vision for the wider Shrub Hill Quarter and Canalside Quarter.

### 2. Responsibilities

The Steering Committee is made up of Elected Members and Senior Executives from the Councils who will endeavour to agree the following, so that they can make recommendations to their respective organisations accordingly:

- 2.1 Adopt a long-term and committed approach to the redevelopment and regeneration of the SHQW ensuring alignment with the shared vision.
- 2.2 Ratify the shared vision for the Shrub Hill Quarter in Worcester (SHQW).
- 2.3 Ratify the business plan.
- 2.4 Provide unified strategic/organisational direction, leadership, and promotion of the SHQW Programme.
- 2.5 Monitor the performance of the Programme Board against the agreed business plan.
- 2.6 Ratify annual updates of the business plan in line with the established incremental delivery plan.
- 2.7 Support and promote the development of a place and branding strategy.
- 2.8 Support timely and effective decision-making governance from within Members' own organisations to facilitate the delivery of the agreed incremental delivery plan.
- 2.9 Support effective engagement and governance with the rail industry in respect of strategic train service and station developments forming part of the SHQW Programme.
- 2.10 Act as the point of escalation for major risks/issues and provide strategic leadership and management in the resolution of these.

### 3. Chairing

- 3.1 The SHQW Steering Committee will be chaired by an Elected Member of either Council by agreement from time to time

### 4. Frequency of Meetings

- 4.1 Meetings will be held quarterly and will be scheduled for two hours.

### 5. Venue and Administration

- 5.1 Meetings will normally be held on the County Hall campus, Worcestershire.
- 5.2 Administration for setting up meetings will be provided by SHQW Programme Team.
- 5.3 Agenda and supporting documentation will be issued at least 7 days in advance of the meeting date.
- 5.4 An action log will be produced and updated at each meeting capturing key decision points and actions to be taken.

## 6. Relationship to other forums

6.1 The governance structure illustrates the level of collaboration required to deliver the SHQW programme and involves several complex and wider Governance relationships. It is therefore recognised that some decisions which support, influence, or enable the wider SHQW Programme may sit within other supporting governance structures.

6.2 Information and decisions ratified by the Steering Committee will subsequently be reported to several key stakeholder governance groups to ensure project alignment with the wider vision for the SHQW. These include:

- Worcestershire County Council Cabinet.
- Worcester City Policy & Resources Committee.
- Worcester City Town Deal Board.
- Worcestershire LEP Board.
- Worcestershire Area Rail Board.
- Shrub Hill Station Programme Board.
- Other forums or groups deemed appropriate by the Steering Committee.

## 7. Membership and Representation

<b>SHRUB HILL QUARTER IN WORCESTER – STEERING COMMITTEE - CORE MEMBERS</b>		
<b>Position/role</b>	<b>Name</b>	<b>Key Programme Responsibilities</b>
Cabinet Leader Worcestershire County Council (CHAIR)	Simon Geraghty	<ul style="list-style-type: none"> <li>• Chairs the Steering Committee.</li> <li>• Provides political steer and direction.</li> <li>• Communicates key messages to and from Cabinet and Elected Members.</li> </ul>
Cabinet Member with Responsibility for Economy and Infrastructure (VICE CHAIR) Worcestershire County Council	Marc Bayliss	<ul style="list-style-type: none"> <li>• Provides political steer and direction.</li> <li>• Communicates key messages to and from Cabinet and Elected Members.</li> <li>• Chairs the Steering Committee in the absence of the Chair.</li> </ul>
Leader Worcester City Council	Lynn Denham	<ul style="list-style-type: none"> <li>• Provides political steer and direction.</li> <li>• Communicates key messages to and from Elected Members.</li> </ul>
Chair of Worcester City Council Place and Economic Development Committee	Robyn Norfolk	<ul style="list-style-type: none"> <li>• Provides political steer and direction.</li> <li>• Communicates key messages to and from Elected Members.</li> </ul>
Managing Director Worcester City Council	David Blake	<ul style="list-style-type: none"> <li>• Provides strategic leadership.</li> <li>• Represents organisational views and buy-in.</li> <li>• Communicates key messages to partners and stakeholders.</li> </ul>
Director of Economy & Infrastructure Worcestershire County Council	John Hobbs	<ul style="list-style-type: none"> <li>• Provides strategic leadership.</li> <li>• Represents organisational views and buy-in.</li> <li>• Communicates key messages to partners and stakeholders.</li> </ul>



SHQW Programme Board Worcestershire County Council	John Hobbs	<ul style="list-style-type: none"> <li>• Present programme updates against agreed business plan and incremental delivery plan.</li> <li>• Escalation of risk.</li> </ul>
Chief Executive Worcestershire Local Enterprise Partnership	Gary Woodman	<ul style="list-style-type: none"> <li>• Represents organisational views and buy-in.</li> <li>• Ensure alignment with national and regional economic programmes.</li> </ul>

- 7.1 SHQW Steering Committee members are expected to make a commitment to contribute to all meetings, read papers in advance and nominate an appropriate substitution if unable to attend.
- 7.2 Other persons may be invited to attend and speak at meetings of the Steering Committee as required including members of the SHQW Programme Board.

## 8. Scheme of Delegation

- 8.1 The SHQW Steering Committee assigns the following level of delegation to the SHQW Programme Board:
- Develop the plan for endorsement and ratification.
  - Delivery of the day-to-day activities to deliver against the plan.
  - Commissioning of professional expertise in support of the delivery of the SHQW Programme.

## 9. Declarations of Interest

- 9.1 The scale and complexity of the SHQW Programme dictates that it is in parts subject to and dependent on information and decision-making processes across other formal Governance structures. SHQW Steering Committee Members are therefore required to declare any outside interest that could conflict with have the potential to conflict with or could be perceived to conflict with the interests of the SHQW Programme.

## 10. Proposed Term

- 10.1 Given the scale of the SHQW Programme, it may be necessary to periodically review and refresh the membership of the Steering Committee to reflect any significant changes which may emerge as each phase of delivery concludes.

## The Shrub Hill Quarter in Worcester

### Terms of Reference Programme Board

#### 1. Purpose

The SHQW Programme Board will be the forum where proposals are developed for recommendation and ratification by the SHQW Steering Committee. It will be the vehicle to direct and manage the delivery of the vision for SHQW, making sure that key stakeholders are involved in the development of the strategy, to ensure interrelated projects across the wider Shrub Hill Quarter and Canalside Quarter are appropriately aligned.

#### 2. Responsibilities

The SHQW Programme Board will be made up of Senior Executives from key stakeholder organisations who, acting in good faith and with delegated authority, will:

- 2.1 Act as a key decision-making group within the governance structure for the SHQW Programme.
- 2.2 Create and ensure activities contribute towards a shared vision for Shrub Hill for ratification by the SHQW Steering Committee.
- 2.3 Direct and oversee the work of the Programme Delivery Team (PDT) against the programme's agreed objectives and outcomes.
- 2.4 Adopt and monitor a business plan, delivery plan and budget to deliver the shared vision for SHQW which is mindful of stakeholder inter-related activities, ensuring relationship impacts and outcomes are fully understood, appraised, and connected.
- 2.5 Consider funding and resource requirements needed to deliver the activities identified within the adopted business plan.
- 2.6 Oversee and provide strategic direction to the annual updates of the business plan and budget, in line with progress against the delivery plan for ratification by the SHQW Steering Committee.
- 2.7 Where developer and delivery partners are engaged, agree commercial terms, and endorse the Business Case for each package.
- 2.8 Instruct realignment of programme objectives or priorities.
- 2.9 Review escalated risks and issues for resolution or onward escalation to SHQW Steering Committee.
- 2.10 Provide programme status review updates to include assessment of collective workstream progress and escalation of any areas of slippage for the SHQW Steering Committee.
- 2.11 Authorise programme initiation and progression through programme stages and closure.

#### 3. Chairing

The Programme Board will be chaired by:

- 3.1 Worcestershire County Council's Strategic Director for Economy and Infrastructure.
- 3.2 The vice-chair will be Worcestershire County Council's Strategic Programme Manager.

#### 4. Frequency of Meetings

- 4.1 Meetings will be held monthly for the duration of the Programme and will be scheduled for 2 hours.
- 4.2 Programme Board members will also be expected to attend additional working group meetings to progress activities within the programme workstreams, as necessary.

## 5. Venue and Administration

- 5.1 Meetings will normally be held on the County Hall campus, Worcester.
- 5.2 Administration for setting up meetings will be provided by Worcestershire Shrub Hill Programme Team.
- 5.3 Administration for setting up meetings will be provided by Worcestershire Shrub Hill Programme Team.
- 5.4 An action log will be produced and updated at each meeting capturing key decision points and actions to be taken.

## 6. Relationship to other forums

- 6.1 The governance structure illustrates the level of collaboration required to deliver the SHQW programme and this involves several complex and wider Governance relationships. It is therefore recognised that some decisions which support, influence, or enable the wider SHQW Programme may sit within other supporting Governance structures.
- 6.2 The work of SHQW Programme Board will be reported to several key stakeholder governance groups to ensure project alignment with the wider vision for SHQW. These include:
- Shrub Hill Station Steering Committee
  - Worcestershire County Council Cabinet
  - Worcester City Policy & Resources Committee
  - Worcester City Town Deal Board
  - Worcestershire LEP
  - Worcestershire Area Rail Board
  - Shrub Hill Quarter in Worcester Stakeholder Forum

## 7. Membership and Representation

<b>SHRUB HILL QUARTER IN WORCESTER – PROGRAMME BOARD - CORE MEMBERS</b>		
<b>Position/role</b>	<b>Name</b>	<b>Key Programme Responsibilities</b>
Strategic Director for Economy and Infrastructure Worcestershire County Council  (CHAIR)	John Hobbs	<ul style="list-style-type: none"> <li>• Chairs the Programme Board</li> <li>• Attends Steering Committee on behalf of Programme Board</li> <li>• Provides organisation steer and direction.</li> <li>• Communicates key messages to and from Cabinet and Elected Members.</li> </ul>
Non-Executive Director	Ex Construction, Developer or Railway Executive	<ul style="list-style-type: none"> <li>• Provide independent view on best practice.</li> <li>• Constructively challenge implementation of the vision.</li> </ul>
SHQW Strategic Programme Delivery Lead (SPDL) Worcestershire County Council  (VICE CHAIR)	Penny Unwin	<ul style="list-style-type: none"> <li>• Chairs the Programme Board.</li> <li>• Ensures overall Programme Delivery.</li> <li>• Ensures risk are being monitored and controlled.</li> <li>• Communication to Steering Committee/Worcestershire SLT.</li> </ul>
Deputy Director Economic Development	Zoey West	<ul style="list-style-type: none"> <li>• Provides organisational steer and direction.</li> </ul>

Worcester City Council		<ul style="list-style-type: none"> <li>Communicates key messages to and from Committees and Elected Members.</li> </ul>
Head of Property & Asset Management Worcester City Council	Kevin Moore	<ul style="list-style-type: none"> <li>Provide asset management expertise.</li> <li>Provides organisational steer and direction.</li> <li>Communicates key messages to partners and stakeholders</li> </ul>
Rail Lead Worcestershire County Council	[representative from SLC Rail]	<ul style="list-style-type: none"> <li>Provide railway organisation steer and direction.</li> <li>Communicates key messages to and from Railway provider organisations.</li> </ul>
Director of Operations Worcestershire LEP	Luke Willetts	<ul style="list-style-type: none"> <li>Represents organisational views and buy-in.</li> <li>Ensure alignment with national and regional economic programmes.</li> </ul>

- 7.1 SHQW Programme Board members are expected to make a commitment to contribute to all meetings, read papers in advance and nominate an appropriate substitution if unable to attend.
- 7.2 Other persons or professional advisors will be invited to attend and speak at meetings of the SHQW Programme Board as required.

## 8. Declarations of Interest

- 8.1 The scale and complexity of the SHQW Programme dictates that it is in parts subject to and dependent on information and decision-making processes across other formal Governance structures. SHQW Programme Board members are therefore required to declare any outside interest that could conflict with have the potential to conflict with or could be perceived to conflict with the interests of the SHQW Programme.

## 9. Proposed Term

- 9.1 Given the scale of the SHQW Programme, it may be necessary to periodically review and refresh the membership of the Programme Board to reflect any significant changes which may emerge as each phase of delivery concludes.

## The Shrub Hill Quarter in Worcester

### Terms of Reference Programme Delivery Team

#### 1. Purpose

The SHQW Programme Delivery Team (PDT) will provide coordinated and evaluated proposals to the Programme Board as part of the wider Programme Governance. This will involve overseeing the activities across several interrelated project and programme boards, project workstreams and project teams. To avoid unnecessary duplication these will align and be supported by existing stakeholder project boards/teams wherever possible, and may include, from time-to-time representatives from the following key stakeholders such as:

- 1.1 Worcestershire County Council
- 1.2 Worcester City Council
- 1.3 Railway Partners (DfT, Network Rail, West Midlands Rail Executive, North Cotswold Line Task Force, Midlands Connect, Great Western Railway, West Midlands Railway)
- 1.4 Worcestershire LEP
- 1.5 Third party consultancy representatives

#### 2. Responsibilities

The SHQW Programme Delivery Team will be responsible for:

- 2.1 Preparing and updating the agreed Business Plan for adoption and ratification, as appropriate, by the Steering Committee and Programme Board
- 2.2 Preparing and updating the overarching and individual programmes of activity.
- 2.3 Preparing regular updates to the Programme Board and Steering Committee.
- 2.4 Preparing and managing the project budget.
- 2.5 Scoping and establishing additional JV's including managing procurement of third-party private developers, investors, and operators.
- 2.6 Management of the JV and the formation of any sub-JV's.
- 2.7 Providing Development Management services.
- 2.8 Develop and deliver the land strategies, including strategic acquisitions and relocations.
- 2.9 Developing briefs for packages of work to be delivered by sub-consultants.
- 2.10 Managing procurement activities to appoint sub-consultants.
- 2.11 Managing the development of the projects and activities.
- 2.12 Preparing and submitting applications for funding.
- 2.13 Liaising with third party developers and investors in accordance with the business plan.
- 2.14 Undertaking and overseeing development and operational activities.
- 2.15 Interface with Government and other public bodies.
- 2.16 Raising Investment (Institutional investment, private, grant funding etc.)
- 2.17 Managing the Rail train service and station development interface.
- 2.18 Providing rail and technical related advice.
- 2.19 Supporting and promoting CPO activities where appropriate.
- 2.20 Developing and adopting the future planning framework which will support the delivery of the headline objectives.
- 2.21 Securing planning consents for strategic land.
- 2.22 Be responsible for developing SHQW's branding and marketing information both online and in print.

- 2.23 Engage with wider group of stakeholders to provide an opportunity to invite legitimate comments and views to inform the delivery of the vision for SHQW.

### **3. Membership**

The SHQW Programme Delivery Team will include the following key personnel:

- Worcestershire County Council Strategic Programme Manager for Strategic Initiatives and Developments
- Worcester City Head of Property & Asset Management
- SLC – Railway Lead & Senior Project Manager

# The Shrub Hill Quarter in Worcester

## Terms of Reference Stakeholder Forum

### 1. Purpose and Role

The SHQW Stakeholder Forum will provide an opportunity to engage informally and on a wider basis with the education, business and community sectors that will ultimately support and benefit from the redevelopment of the Shrub Hill Quarter in Worcester.

The SHQW Stakeholder Forum will aim to:

- 1.1 Provide an opportunity to invite comments and views from stakeholders to inform the delivery of the vision for SHQW.
- 1.2 Provide an opportunity for stakeholders to share legitimate, sector specific information, knowledge, and ideas which may ultimately impact the proposed outcomes.
- 1.3 Identify and monitor trends, challenges, expectations, and perceptions over time.
- 1.4 Build and promote involvement and a sense of ownership for SHQW.

### 2. Membership and Representation

Given the scale, scope, complexity and delivery timeframe for the SHQW programme, it is expected that membership and representation of the Stakeholder Forum will change over time.

### 3. Chairing

The SHQW Stakeholder Forum will be chaired by an appropriately senior officer from either Worcestershire County Council or Worcester City Council depending on the specific focus of the programme at that time.

### 4. Frequency of Meetings

Meetings will be held as required.

### 5. Venue and Administration

Meetings will normally be held on the County Hall campus, Worcestershire.

This page is intentionally left blank



# Project Screening

## Impact Assessment Id: #601

### 1. Your Details

**Name of person completing screening assessment**

Miriam Gorman

**Job Title**

Project Manager

**Directorate**

Economy &amp; Infrastructure

**Service Area**

Major Projects &amp; Waste

**Email Address**

MGorman@worcestershire.gov.uk

**Connection to project (e.g. project manager)**

Project Support

### 2. Project Summary

For the purposes of the impact assessment screening, we will refer to the activity or area being assessed as a project.

**Project Name**

Shrub Hill Shared Use Link

**Name of Project Sponsor**

Nick Churchill

**Name of Project Manager**

Ben Salcedo

**Name of Project Lead**

Nick Churchill

**Project Reference (if known)**

CP01339

**Please give a brief description of the project**

A Shared Use Link between Shrub Hill Station and Pheasant Street to connect the station to the city across the canal. Funded by Towns Fund monies secured by Worcester City Council.

### 3. Data Protection

We need to establish if the proposal involves processing personal data. Personal data is information that relates to an identified or identifiable individual.

**Name of Information Asset Owner**

Rachel Hill

Senior officer responsible for the project's information assets

Does the project, any project work stream or project outcome involve any personal data? Some examples of personal data are given below. **Yes**

**Appearance:**

photograph, physical description

**Basic Identifiers:**

name, date of birth, age, biometric data, ethnic origin, gender, genetic data, race, sex

**Contact Details:**

address, email address, home phone number, mobile phone number, postcode

**ID Number:**

National Insurance Number, driving licence number, NHS number, online identifier, other general identifier

**Employment:**

work related training/awards

**Financial:**

income/financial/tax situation

**Lifestyle:**

health or social care, living habits, marital status, philosophical beliefs, political opinions, religion, sex life, trade union membership

**Technology:**

login/username, device MAC address (wireless network interface), device IMEI number, IP Address, location data (travel/GDPS/GSM data), website cookies

**Does the project, any project work stream or project outcome involve:**

**Evaluating or scoring individuals (including profiling and predicting)? No**

e.g. building behavioural or marketing profiles of individuals based on their web activity

**Profiling, automated decision-making or special category data to help make decisions on access to a service, opportunity or benefit, or otherwise have a significant effect on an individual? No**

e.g. asking an individual to submit personal data that is then analysed by a computer system, with the result that the individual's request to use a service is either accepted or refused.

**Systematic monitoring? No**

e.g. installing a CCTV or ANPR system on council premises, or any covert surveillance including anything under RIPA.

**Processing of 'special category' personal data (or 'sensitive personal data')? No**

e.g. processing health or social care data.

**Processing personal data on a large scale? No**

e.g. implementing a new social care record system.

**Datasets that involve combining, comparing, or matching data from multiple sources? No**

e.g. matching or merging service users' personal data against or with personal data held by a third party (e.g. the NHS).

**The personal data of vulnerable people? No**

e.g. processing children's personal data or social service client's data.

**The use or application of innovative technological or organisational solutions? No**

e.g. using fingerprint recognition technology to control access to a building.

**The transfer of personal data outside of the European Union? No**

e.g. storing personal data in a cloud service hosted in the US or using a third party that uses technology hosted in the US.

**Preventing individuals from exercising a right or using a service or contract? No**

e.g. screening applicants before allowing them to use a web service.

**Processing personal data that could result in a risk of physical harm in the event of a security breach? No**

**The use of third parties? No**

e.g. as a service provider or hosted service

**Processing children's data for profiling, automated decision-making, any marketing purposes, or to offer any online services directly to them? No**

e.g. apps designed for use by children

## 4. Equality

**We need to determine whether the project could affect residents and/or Council staff because they share any of the Protected Characteristics defined in the Equality Act 2010 namely Age, Disability, Gender Reassignment, Marriage/Civil Partnership, Pregnancy, Race, Religion/Belief, Sex and Sexual Orientation.**

**Does the project relate to an area where data/research indicates that inequalities are already known to exist? No**

**Could this project have any effect on, service delivery or usage, other aspects of daily life or community participation levels for people because they belong to any of the groups below?**

**Age No**

e.g. a person belonging to a particular age group (for example 18 – 30-year olds).

**Disability No**

e.g. A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender Re-Assignment No**

e.g. The process of transitioning from one gender to another.

**Marriage/Civil Partnership Status No**

e.g. Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

**Pregnancy/Maternity No**

e.g. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

**Race No**

e.g. Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion or Belief No**

e.g. Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Sex No**

**Sexual Orientation No**

e.g. Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

**Health Inequalities No**

e.g. Any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies.

**As you answered 'No' to all the questions, please explain your reasoning below:**

The Shared Use link creates a new pedestrian/cycle link between the station and city centre and is for the benefit of all and therefore not anticipated to affect any individual with Protected Characteristics

## 5. Public Health

We also want to understand if the project will have any impacts on public health.

The social, economic, cultural and physical environment in which people live their lives has a significant effect on their health and wellbeing. Although genetics and personal behaviour play a strong part in determining an individual's health, good health starts where we live, where we work and learn, and where we play.

Improving public health requires taking a broader view of the conditions that create health and wellbeing, from how we plan and develop our urban spaces and places, to the opportunities for employment, recreation, and social connection available to all who live in them.

Health inequalities are the preventable, unfair and unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental and economic conditions within societies, which determine the risk of people getting ill, their ability to prevent sickness, or opportunities to take action and access treatment when ill health occurs.

### Could the project have an impact on any of the following factors?

#### **Social and Economic Yes**

e.g. culture, social support (neighbourliness, social networks/isolation), spiritual participation, employment opportunities.

#### **Physical Health Yes**

e.g. physical activity is expected to increase, influenza vaccination uptake increase

#### **Mental Health & Wellbeing Yes**

e.g. benefits to children's mental health, benefits to adult carer wellbeing.

#### **Access to Services Yes**

e.g. access to (location/disabled access/costs) and quality of primary/community/secondary health care, child care, social services, housing/leisure/social security services; public transport, policing, other health relevant public services, non-statutory agencies and services.

## 5. Environmental Sustainability

We want to understand if the project activity and project outcomes will have an impact on environmental sustainability. Please be mindful that the Council has committed to reduce its emissions to net-zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing these screening documents.

### Could this project have an impact on the categories listed below?

**Greenhouse Gas (GHG) Emissions (including CO2) Yes**

e.g. increased GHG emissions as a result of project implementation, which may also be linked with efficient use of resources in WCC buildings; transport; emissions from waste; and procurement.

**Efficient Use of Resources Yes**

e.g. consumption of energy resources, water, electricity, gas and heating fuels.

**Transport Yes**

e.g. number of people travelling, alternative transport modes.

**Waste Yes**

e.g. increase in waste generated or an increase in waste recycling.

**Wildlife and Biodiversity Yes**

e.g. impacts on the natural environment or enhancements to the natural environment.

N.B. This refers to any direct or indirect modifications to landholdings, including but not limited to removal of vegetation, alteration or demolition of buildings or modification of watercourses or lighting (not limited to just green space/trees).

**Pollution to Land or Water No**

e.g. risk of pollution to the local environment.

**Pollution to Air Yes**

e.g. risk of pollution to air, activity which may adversely affect air quality or increase emissions to air

**Resilience to climate change No**

e.g. risks of extreme weather and climate impacts on the project.

**Historic Environment No**

e.g. impacts on Historic Environment or enhancements of the Historic Environment.

**Procurement No**

e.g. could procurement associated with the project result in an increase of natural resources (such as long-distance shipping of goods); could use be made of local resources or work forces to support delivery of the project.

## 7. Results of Screening

<b>Data Protection</b>	Does not need a full impact assessment
<b>Equality and Public Health</b>	Will require a full impact assessment
<b>Environmental Sustainability</b>	Will require a full impact assessment

This page is intentionally left blank

## Environmental Sustainability Full Impact Assessment

### Impact Assessment Id: #600

#### 1.0 Screening Information

##### Project Name

Shrub Hill Enterprise Centre - Isaac Maddox House

##### Name of Project Sponsor

Penny Unwin

##### Name of Project Manager

Nadia Kaminska

##### Name of Project Lead

Penny Unwin

##### Please give a brief description of the project

Creation of an Enterprise Centre in Isaac Maddox House - delivering 4,922m<sup>2</sup> of high-quality commercial space and unlocking 400 new jobs by 2027.

##### 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. Worcester City Council secured Towns Fund monies in order to aid the regeneration of Shrub Hill Quarter in Worcester. This project, regeneration of Isaac Maddox House into an Enterprise centre will lead to the creation of 4,922m<sup>2</sup> of high-quality commercial space and unlock 400 new jobs by 2027.

##### Upload Business Case or Support documents

[□ Supplement Agenda Item 5 - Town Investment Plan - Shrub Hill Regeneration and Community Skills An \(2\).pdf](#)

##### Project Outputs

Briefly summarise the activities needed to achieve the project outcomes.

In order to create the Enterprise Centre:

extensive surveys have/will be undertaken

existing tenants have been given notice to vacate Isaac Maddox House

Architects have been engaged to completed RIBA Stages 2 & 3

Internal strip out will be undertaken to remove outdated utilities and internal structures

External repairs will be completed and new services installed

Internal fit out to complete the new Enterprise Centre space

##### Project Outcomes

Briefly summarise what the project will achieve.

Regeneration of Isaac Maddox House into an Enterprise centre will lead to the creation of 4,922m<sup>2</sup> of high-quality commercial space and unlock 400 new jobs by 2027.

##### 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?

No

## 1.2 Responsibility

### Directorate/Organisation

Economy & Infrastructure

### Service Area

Major Projects & Waste

## 1.3 Specifics

### Project Reference (if known)

Not Recorded

### Intended Project Close Date \*

March 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:

Not recorded

### Upload previous impact assessment documents if available

No files uploaded

## 2 Greenhouse Gas Emissions

### Could the project result in an increase in GHG emissions (including CO2)? Yes

Please be mindful that the Council has committed to reduce its GHG emissions to zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing the assessment.

#### Please explain your answer below:

Construction materials and the delivery of these items could result in an increase in GHG emissions - wherever scope, cost & programme allow, local suppliers will be utilised

The following environmental considerations to improve the building's thermal efficiency have been identified as being necessary to meeting Building Regulations and energy efficiency rating of the building in relation to the proposed Cat A refurbishment of the building:

- Upgrade external window performance
- Upgrade to external fabric performance
- Upgrade to cooling and heating performance.

### Have you undertaken an assessment of the project to know if there will likely be an increase in GHG emissions? No

#### Please explain your answer below:

Not recorded



### 3 Resources

**Will the project result in increased consumption of electricity, gas or other heating fuels? Yes**

e.g. project may require use of additional buildings, lighting and heating in buildings, additional ICT equipment, etc.

**Please explain your answer below:**

Following completion of the renovation it is hoped that the building will be occupied to a greater rate than today which naturally will result in an increased consumption of electricity/gas. However, renovation works include improving the thermal efficiency of the building minimising consumption required to heat/cool the building.

**Will the project reduce energy needs and result in reduced consumption? Yes**

e.g. disposal of WCC property assets

**Please explain your answer below:**

The following thermal improvements have been identified as being necessary to improve the marketability and utilisation of the building in relation to the proposed Cat A refurbishment of the building:

- Upgrade external window performance
- Upgrade to external fabric performance
- Upgrade to cooling and heating performance.

**Will the project require additional water resources leading to an increase in water consumption? Yes**

e.g. increased use of water through construction processes

**Please explain your answer below:**

Additional water resources may be required during construction. Following completion of the renovation it is hoped that the building will be occupied to a greater rate than today which naturally will result in an increased consumption of electricity/gas.

**Might there be a decrease in water consumption? No**

e.g. will the project involve water saving measures or initiatives

**Will the project result in the use of other resources, materials or minerals? Yes**

e.g. use of natural resources such as wood; or use of aggregate minerals?

**Please explain your answer below:**

Construction will required additional materials - where scope, cost & programme allow local resources will be made use of.

### 4 Transport

**Will the project result in more people needing to travel? Yes**

e.g. will there be additional cars on the road

**Please explain your answer below:**

Renovation of Isaac Maddox House and the letting of the commercial/office space will increase the occupancy of the building (currently largely unoccupied) and draw more people to Shrub Hill Quarter.

**Have alternative transport modes been considered? Yes**

e.g. could use be made of public transport/walking/cycling etc.

**Please explain your answer below:**

Yes - a new shared use link is being delivered in conjunction with the Enterprise Centre to create easy walking/cycling access to the city centre. Bike parking and wash facilities will be provided for building users.

The building is also in close proximity to Shrub Hill Station

## 5 Waste

**Is there likely to be an increase in waste as a result of the project? Yes**

e.g. construction waste, packaging waste etc.

**Please explain your answer below:**

Strip out and refurbishment of Isaac Maddox House will result in increased waste

**Have opportunities to prevent, minimise, reuse or recycle waste been identified and considered? Yes**

e.g. will recycling facilities be available as part of the project

**Please explain your answer below:**

Isaac Maddox House is a locally listed building; restoration works will bring the building back to an accessible, Building Regulations compliant space. Where features can be retained and renovated they will be. Our approach is to bring the building back into modern standards without over specifying how that is achieved (eg. to replace as needed.)

## 6 Wildlife and Biodiversity

**Will there be any negative impacts on the natural environment? Yes**

e.g. will the project involve removal of green space/trees; have wildlife surveys been considered; result in enhancements to green infrastructure; increased biodiversity opportunities etc.?

**Please explain your answer below:**

The project will result in improvements to the outside area adjacent to IMH including greening of the space

**Has a preliminary ecological appraisal been undertaken? Yes**

**Please explain your answer below:**

A Preliminary Ecological Appraisal of Shrub Hill was undertaken in January 2022. The report identified the potential for hibernating bats in a number of buildings and they underwent bat surveys. This included Isaac Maddox House and they surveys reported back in March 2023 and September 2023. The surveys and recommendations have been passed over to the design team.

**Has there been consideration of statutory assessments? Yes**

e.g. Sustainability Appraisals, Strategic Environmental Assessments and Habitat Regulations Assessment Screening?

N.B. This is a matter of legal compliance - All plans and projects (including planning applications) which are not directly connected with, or necessary for, the conservation management of a habitat site, require consideration of whether the plan or project is likely to have significant effects on that site. This consideration – typically referred to as the 'Habitats Regulations Assessment screening' – should take into account the potential effects both of the plan/project itself and in combination with other plans or projects.

**Please explain your answer below:**

This will be considered as part of design and ahead of planning submission

## 7 Pollution to land/air/water

**Is there a risk of pollution to the local environment? Yes**

e.g.

- will there be surface water run-off or discharge into local water source?
- will there be any impact on local water quality?
- will any waste water require treatment?
- is there the potential for spillage of chemicals?
- is there the potential for emissions to air from combustion processes resulting in poor air quality?

**Please explain your answer below and include any actions that have been identified to mitigate these risks:**

Construction and demolition within IMH may result in temporary increase in air pollution - this will be considered as part of the planning application and appropriate measures implemented.

Isaac Maddox House sits adjacent to the Canal however risk of contamination from construction is considered low. Again, this will be considered as part of the planning application and appropriate measures implemented.

## 8 Resilience to climate risks

**Could climate risks affect your project? No**

N.B. some projects may be more sensitive to future changes in the climate e.g. hotter and drier summers; milder and wetter winters; increased likelihood of extreme weather events. These climate risks may affect project delivery and should be considered at the early stages of project development.

**Has the impact of extreme weather events on the project been considered? No**

e.g. heat waves and flooding.

**Is there a business/project continuity plan in place to ensure climate risks are minimised? No**

e.g. can you ensure that the project is resilient to climate risks and can continue to deliver on outcomes.

**Could the project exacerbate climate risks? No**

e.g. increase flood risk or worsen temperature extremes in the locality.

**Will the project result in the use of other resources, materials or minerals? Yes**

e.g. use of natural resources such as wood; or use of aggregate minerals?

**Please explain your answer below:**

Construction will required additional materials - where scope, cost & programme allow local resources will be made use of.

## 9 Historic Environment

**Have you checked with the WCC Historic Environment team as to whether there are any impacts on the Historic Environment (negative or positive)?**

**Yes**

Check every development with the Historic Environment Team at the planning stage of each project. Further assessment may be required depending on the nature and scale of development. There may also be design options that would negate any need for further assessment (and lessen costs), or even opportunities to enhance heritage assets or their setting through the development.

**Please explain your answer below:**

The Conservation Officer has been consulted with on Shrub Hill Quarter plans and it was identified that Isaac Maddox House is locally listed.

**Does the development have the potential to result in any impacts to the historic environment or opportunities for enhancement?**

**Yes**

If yes, then further assessment will be required. This could take the form of a watching brief during groundworks if the potential is clearly understood and relatively low, or a more comprehensive desk-based and/or field investigation prior to development.

**Please explain your answer below:**

As Isaac Maddox House is a locally listed building, care will be taken during design & construction to retain and enhance the character of he building. A Heritage Statement was produced for Shrub Hill in October 2021.

## 10 Procurement

**Could any procurement associated with the project have a detrimental environmental impact? Yes**

e.g. procurement of goods from overseas that have to be shipped; use of unsustainable materials or materials that cannot be recycled at the end of their use?

**Please explain your answer below:**

Materials will need to be sourced for construction - wherever scope, cost & programme allow, locally source materials will be chosen

**Is there likely to be increased Greenhouse Gas emissions from products purchased for the project? Yes**

e.g. carbon emissions from transport and manufacturing

**Please explain your answer below:**

Materials will need to be sourced for construction - wherever scope, cost & programme allow, locally sourced and recycled materials will be chosen

**Will you be able to make use of sustainable products? Yes**

e.g. recycled, local, ethical etc.

**Please explain your answer below:**

Wherever scope, cost & programme allow, locally sourced and recycled materials will be chosen

**Have you considered the Public Services (Social Value) Act 2012? Yes**

All major contracts let by the Council (those of more than £100,000 in total value) will be expected to deliver a meaningful contribution to our vision of Social Value in the county. The Act requires us to consider how the services we commission and procure might improve the economic, social and environmental well-being of the local area.

– please see: [Social Value](#)

**Please explain your answer below:**

Social Value will be included as part of Contractor Tender & appointment

## 11 Declaration

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

**I have confirmed that I will make sure that Environmental Sustainability has been and continues to be considered throughout the project life cycle and should circumstances change in the project a further Environmental Sustainability Assessment Screening will be carried out.**

## 12 Application Details

**Last Updated Date Time**

09/10/2023 19:27:38

**Screening Submitted Date Time**

22/09/2023 11:52:15

**Last Reopened Date Time**

No Date Recorded

**Full Impact Submitted Date Time**

09/10/2023 19:27:38

**Approved/Rejected Date Time**

No Date Recorded

**Current User Dashboard Request Status**

Submitted

## 13.0 People with access to the original screening

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 13.1 People with access to this environmental sustainability assessment

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 14 Direct Questions

No Questions Asked

This page is intentionally left blank

## Environmental Sustainability Full Impact Assessment

### Impact Assessment Id: #601

#### 1.0 Screening Information

**Project Name**

Shrub Hill Shared Use Link

**Name of Project Sponsor**

Nick Churchill

**Name of Project Manager**

Ben Salcedo

**Name of Project Lead**

Nick Churchill

**Please give a brief description of the project**

A Shared Use Link between Shrub Hill Station and Pheasant Street to connect the station to the city across the canal. Funded by Towns Fund monies secured by Worcester City Council.

**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.  
The Project will create a Shared use link between Shrub Hill Station and Worcester City Centre - works being delivered on behalf of Worcester City Council who have obtained funding through Towns Fund.  
Worcester City Business case appended

**Upload Business Case or Support documents**

[□ Supplement Agenda Item 5 - Town Investment Plan - Shrub Hill Regeneration and Community Skills An \(2\).pdf](#)

**Project Outputs**

Briefly summarise the activities needed to achieve the project outcomes.  
Civil engineering, design & construction

**Project Outcomes**

Briefly summarise what the project will achieve.  
A new shared use link between Shrub Hill Station and Worcester city centre in accordance with planning requirements

**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?**

No

## 1.2 Responsibility

### Directorate/Organisation

Economy & Infrastructure

### Service Area

Major Projects & Waste

## 1.3 Specifics

### Project Reference (if known)

CP01339

### Intended Project Close Date \*

March 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:

Not recorded

### Upload previous impact assessment documents if available

No files uploaded

## 2 Greenhouse Gas Emissions

### Could the project result in an increase in GHG emissions (including CO2)? Yes

Please be mindful that the Council has committed to reduce its GHG emissions to zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing the assessment.

### Please explain your answer below:

Construction vehicles and production of materials to be used in the build will all contribute towards GHG emissions

### Have you undertaken an assessment of the project to know if there will likely be an increase in GHG emissions? No

### Please explain your answer below:

Not recorded



### 3 Resources

**Will the project result in increased consumption of electricity, gas or other heating fuels? Yes**

e.g. project may require use of additional buildings, lighting and heating in buildings, additional ICT equipment, etc.

**Please explain your answer below:**

Compound facilities during construction will require a small amount of lighting & heating

**Will the project reduce energy needs and result in reduced consumption? No**

e.g. disposal of WCC property assets

**Please explain your answer below:**

Not recorded

**Will the project require additional water resources leading to an increase in water consumption? Yes**

e.g. increased use of water through construction processes

**Please explain your answer below:**

Water will be used during construction

**Might there be a decrease in water consumption? No**

e.g. will the project involve water saving measures or initiatives

**Will the project result in the use of other resources, materials or minerals? Yes**

e.g. use of natural resources such as wood; or use of aggregate minerals?

**Please explain your answer below:**

Every effort will be made to source local materials eg. our contractor will source sharp sand & concrete from local supplier and asphalt will come from Pershore asphalt plant within 10 miles of the site. In addition our contractor has a main KPI to recycle 4% of arisings generated on the contract back into Worcestershire.

They achieve this through producing type 1 stone and recofoam and also aim to purchase other recycled products wherever possible.

### 4 Transport

**Will the project result in more people needing to travel? Yes**

e.g. will there be additional cars on the road

**Please explain your answer below:**

Construction workers will need to travel to site - local contracting resources use to minimise this impact and contractors are encouraged to travel to site in as few vehicles as practicable depending on home addresses of operatives.

**Have alternative transport modes been considered? Yes**

e.g. could use be made of public transport/walking/cycling etc.

**Please explain your answer below:**

No practical for transportation of equipment & materials. Shared vehicles utilised to minimise impact.

### 5 Waste

**Is there likely to be an increase in waste as a result of the project? Yes**

e.g. construction waste, packaging waste etc.

**Please explain your answer below:**

As a construction project, waste is inevitable. Contractor recycles wherever possible. This includes crushing of concrete stone materials as use for recycled aggregate. Road planings will also be recycled for reuse. A SWMP/CEMP will be implemented for the scheme.

**Have opportunities to prevent, minimise, reuse or recycle waste been identified and considered? Yes**

e.g. will recycling facilities be available as part of the project

**Please explain your answer below:**

Our contractor has a main KPI to recycle 4% of arisings generated on the contract back into Worcestershire.

They achieve this through producing type 1 stone and recofoam and also aim to purchase other recycled products wherever possible.

Surfacing materials specified are robust, long lasting and easy to clean. Footway areas are wide with easy access for cleaning equipment such as mechanical sweepers. Waste collection is the responsibility of Worcester City Council - we will encourage them to consider the installation of waste recycling facilities.

## 6 Wildlife and Biodiversity

### Will there be any negative impacts on the natural environment? Yes

e.g. will the project involve removal of green space/trees; have wildlife surveys been considered; result in enhancements to green infrastructure; increased biodiversity opportunities etc.?

#### Please explain your answer below:

Some street trees & planting will be removed, however they will be replaced with new trees & planting. At present no additional planters are proposed as part of the scheme.

No bats have been observed along the Canal at present.

Streetlighting upgrade will be designed to be sympathetic to the possibility of bats being present.

Any vegetation to be removed will be checked for protected species but none are anticipated. All tree removal will be scheduled outside of Bird nesting season.

### Has a preliminary ecological appraisal been undertaken? Yes

#### Please explain your answer below:

Completed for Planning

### Has there been consideration of statutory assessments? Yes

e.g. Sustainability Appraisals, Strategic Environmental Assessments and Habitat Regulations Assessment Screening?

N.B. This is a matter of legal compliance - All plans and projects (including planning applications) which are not directly connected with, or necessary for, the conservation management of a habitat site, require consideration of whether the plan or project is likely to have significant effects on that site. This consideration – typically referred to as the ‘Habitats Regulations Assessment screening’ – should take into account the potential effects both of the plan/project itself and in combination with other plans or projects.

#### Please explain your answer below:

Completed for planning.

Canal corridor has the potential to support bats although recent surveys have not identified any. Streetlighting upgrade will be designed to be sympathetic to the local ecology.

## 7 Pollution to land/air/water

### Is there a risk of pollution to the local environment? Yes

e.g.

- will there be surface water run-off or discharge into local water source?
- will there be any impact on local water quality?
- will any waste water require treatment?
- is there the potential for spillage of chemicals?
- is there the potential for emissions to air from combustion processes resulting in poor air quality?

#### Please explain your answer below and include any actions that have been identified to mitigate these risks:

Storage of any chemicals or potentially harmful substances will be in line with relevant COSHH assessments for the material, on bunded spill trays where appropriate to prevent pollution and only in small quantities on site as required. Refueling on plants will be undertaken in designated areas with spill kit near by to contain any spillages at source and prevent pollution. Our contractor has fuel and emissions management process for their own staff/vehicles which includes analysing idling times through their vehicle telematics, which is regularly reviewed with drivers to help reduce emissions.

## 8 Resilience to climate risks

### Could climate risks affect your project? Yes

N.B. some projects may be more sensitive to future changes in the climate e.g. hotter and drier summers; milder and wetter winters; increased likelihood of extreme weather events. These climate risks may affect project delivery and should be considered at the early stages of project development.

#### Please explain your answer below:

Extreme weather episodes have potential to impact works on site - typically our contractor works earlier daily shifts to avoid extreme heat if necessary.

### Has the impact of extreme weather events on the project been considered? Yes

e.g. heat waves and flooding.

#### Please explain your answer below:

Yes - block paving materials are specified for the footways which are less susceptible to deformation in extreme heat than standard footway surfacing. Industry standard hot rolled asphalt products will be used in carriageway which are appropriate for temperature range changes in the UK. Drainage systems will be designed to take account of future climate change in accordance with current best practice design.

### Is there a business/project continuity plan in place to ensure climate risks are minimised? No

e.g. can you ensure that the project is resilient to climate risks and can continue to deliver on outcomes.

### Could the project exacerbate climate risks? Yes

e.g. increase flood risk or worsen temperature extremes in the locality.

#### Please explain your answer below:

There is a minor increase in impermeable surface area due to the removal of planting beds. Any drainage will be designed to account for this.

### Will the project result in the use of other resources, materials or minerals? Yes

e.g. use of natural resources such as wood; or use of aggregate minerals?

#### Please explain your answer below:

Every effort will be made to source local materials eg. our contractor will source sharp sand & concrete from local supplier and asphalt will come from Pershore asphalt plant within 10 miles of the site. In addition our contractor has a main KPI to recycle 4% of arisings generated on the contract back into Worcestershire.

They achieve this through producing type 1 stone and recofoam and also aim to purchase other recycled products wherever possible.

## 9 Historic Environment

### Have you checked with the WCC Historic Environment team as to whether there are any impacts on the Historic Environment (negative or positive)?

Yes

Check every development with the Historic Environment Team at the planning stage of each project. Further assessment may be required depending on the nature and scale of development. There may also be design options that would negate any need for further assessment (and lessen costs), or even opportunities to enhance heritage assets or their setting through the development.

#### Please explain your answer below:

No impacts on the Historic environment - Historic interpretation boards to be provided

### Does the development have the potential to result in any impacts to the historic environment or opportunities for enhancement?

Yes

If yes, then further assessment will be required. This could take the form of a watching brief during groundworks if the potential is clearly understood and relatively low, or a more comprehensive desk-based and/or field investigation prior to development.

#### Please explain your answer below:

Conservation Officer of Worcester City Council has been involved in the design & planning process

## 10 Procurement

**Could any procurement associated with the project have a detrimental environmental impact? Yes**

e.g. procurement of goods from overseas that have to be shipped; use of unsustainable materials or materials that cannot be recycled at the end of their use?

**Please explain your answer below:**

Every effort will be made to source local materials eg. our contractor will source sharp sand & concrete from local supplier and asphalt will come from Pershore asphalt plant within 10 miles of the site. In addition our contractor has a main KPI to recycle 40% of arisings generated on the contract back into Worcestershire.

They achieve this through producing type 1 stone and recofoam and also aim to purchase other recycled products wherever possible. Other street furniture, such as bins and benches, are the responsibility of Worcester City Council - these have been selected to suit existing infrastructure.

**Is there likely to be increased Greenhouse Gas emissions from products purchased for the project? Yes**

e.g. carbon emissions from transport and manufacturing

**Please explain your answer below:**

Construction materials will need to be delivered to site but unlikely any will come from overseas

**Will you be able to make use of sustainable products? Yes**

e.g. recycled, local, ethical etc.

**Please explain your answer below:**

Yes - wherever possible. Our contractor has a main KPI to recycle 40% of arisings generated on the contract back into Worcestershire. They achieve this through producing type 1 stone and recofoam and also aim to purchase other recycled products wherever possible.

**Have you considered the Public Services (Social Value) Act 2012? Yes**

All major contracts let by the Council (those of more than £100,000 in total value) will be expected to deliver a meaningful contribution to our vision of Social Value in the county. The Act requires us to consider how the services we commission and procure might improve the economic, social and environmental well-being of the local area.

– please see: [Social Value](#)

**Please explain your answer below:**

Our contractor has a KPI to achieve a positive local impact - examples include recruiting local apprentices, work experience placements, supporting local events with TM FoC, keeping spend local (local sub-contractors etc.) Our contractor has staff who have volunteered with local Worcester Wildlife group and they support employees to volunteer for 2 days per year with full pay. Our contractor has a contractual target of minimum 40% of waste recycled back into Worcestershire. They also aim to divert as much waste as possible from landfill typically they only send around 2-3% of our waste to landfill.

## 11 Declaration

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

**I have confirmed that I will make sure that Environmental Sustainability has been and continues to be considered throughout the project life cycle and should circumstances change in the project a further Environmental Sustainability Assessment Screening will be carried out.**

## 12 Application Details

### Last Updated Date Time

22/09/2023 13:54:04

### Screening Submitted Date Time

22/09/2023 13:14:36

### Last Reopened Date Time

No Date Recorded

### Full Impact Submitted Date Time

22/09/2023 13:54:04

### Approved/Rejected Date Time

No Date Recorded

### Current User Dashboard Request Status

Submitted

## 13.0 People with access to the original screening

[Ben Salcedo \(Ben.Salcedo@jacobs.com\)](mailto:Ben.Salcedo@jacobs.com)

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 13.1 People with access to this environmental sustainability assessment

[Ben Salcedo \(Ben.Salcedo@jacobs.com\)](mailto:Ben.Salcedo@jacobs.com)

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 14 Direct Questions

No Questions Asked

This page is intentionally left blank

## Equality and Public Health Full Impact Assessment

### Impact Assessment Id: #600

#### 1.0 Screening Information

##### Project Name

Shrub Hill Enterprise Centre - Isaac Maddox House

##### Name of Project Sponsor

Penny Unwin

##### Name of Project Manager

Nadia Kaminska

##### Name of Project Lead

Penny Unwin

##### Please give a brief description of the project

Creation of an Enterprise Centre in Isaac Maddox House - delivering 4,922m<sup>2</sup> of high-quality commercial space and unlocking 400 new jobs by 2027.

##### 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. Worcester City Council secured Towns Fund monies in order to aid the regeneration of Shrub Hill Quarter in Worcester. This project, regeneration of Isaac Maddox House into an Enterprise centre will lead to the creation of 4,922m<sup>2</sup> of high-quality commercial space and unlock 400 new jobs by 2027.

##### Upload Business Case or Support documents

[□ Supplement Agenda Item 5 - Town Investment Plan - Shrub Hill Regeneration and Community Skills An \(2\).pdf](#)

##### Project Outputs

Briefly summarise the activities needed to achieve the project outcomes.

In order to create the Enterprise Centre:

extensive surveys have/will be undertaken

existing tenants have been given notice to vacate Isaac Maddox House

Architects have been engaged to completed RIBA Stages 2 & 3

Internal strip out will be undertaken to remove outdated utilities and internal structures

External repairs will be completed and new services installed

Internal fit out to complete the new Enterprise Centre space

##### Project Outcomes

Briefly summarise what the project will achieve.

Regeneration of Isaac Maddox House into an Enterprise centre will lead to the creation of 4,922m<sup>2</sup> of high-quality commercial space and unlock 400 new jobs by 2027.

##### 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?

No

## 1.2 Responsibility

### Directorate/Organisation

Economy & Infrastructure

### Service Area

Major Projects & Waste

## 1.3 Specifics

### Project Reference (if known)

Not Recorded

### Intended Project Close Date \*

March 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:

Not recorded

### Upload previous impact assessment documents if available

No files uploaded

## 2 Organisations Involved

Please identify the organisation(s) involved:

Other - Worcester City Council

Details of contributors to this assessment:

<b>Name</b>	Kevin Moore
<b>Job title</b>	Head of Property and Asset Management
<b>Email address</b>	Kevin.Moore@worchester.gov.uk

## 3.0 Who will be affected by the development and implementation

Please identify group(s) involved:

Communities



### 3.1 Information and evidence reviewed

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

N/A

### 3.2 Summary of engagement or consultation undertaken

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

Public Engagement as been carried out on the Vision for the Shrub Hill Quarter and further engagement will be carried out ahead of Planning Submission

### 3.3 Summary of relevant findings

Please summarise your relevant findings. \*

To be confirmed

## 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 neutral impact selected.

Explanation of your reasoning:

There is no anticipated impact of this project on this equality group

#### Disability

Potential positive impact selected.

Explanation of your reasoning:

Regeneration works include the installation of 2 lifts within Isaac Maddox House making the whole building accessible and in line with current Building Regulations

#### Gender reassignment

Potential neutral impact selected

Explanation of your reasoning:

There is no anticipated impact of this project on this equality group

#### Marriage and civil partnerships

Potential neutral impact selected.

Explanation of your reasoning:

There is no anticipated impact of this project on this equality group

#### Pregnancy and maternity

Potential neutral impact selected.

Explanation of your reasoning:

There is no anticipated impact of this project on this equality group

**Race including travelling communities**

Potential neutral impact selected.

**Explanation of your reasoning:**

**There is no anticipated impact of this project on this equality group**

**Religion and belief**

Potential neutral impact selected.

**Explanation of your reasoning:**

There is no anticipated impact of this project on this equality group

**Sex**

Potential neutral impact selected.

**Explanation of your reasoning:**

There is no anticipated impact of this project on this equality group

**Sexual orientation**

Potential neutral impact selected.

**Explanation of your reasoning:**

There is no anticipated impact of this project on this equality group

## 5 Characteristics - Public health

### Other vulnerable and disadvantaged groups

Potential neutral impact selected.

#### Explanation of your reasoning:

It is not anticipated that this scheme will have any impact on this characteristic

### Health inequalities

Potential neutral impact selected.

#### Explanation of your reasoning:

It is not anticipated that this scheme will have any impact on this characteristic

### Social and economic

Potential positive impact selected.

#### Explanation of your reasoning:

Regeneration of Isaac Maddow House will create 4,922m<sup>2</sup> of high-quality commercial space and unlock 400 new jobs by 2027. Current plans also include co-working spaces

### Physical health

Potential neutral impact selected.

#### Explanation of your reasoning:

It is not anticipated that this scheme will have any impact on this characteristic

### Mental health and wellbeing

Potential neutral impact selected.

#### Explanation of your reasoning:

It is not anticipated that this scheme will have any impact on this characteristic

### Access to services

Potential neutral impact selected.

#### Explanation of your reasoning:

It is not anticipated that this scheme will have any impact on this characteristic

## 6 Actions to mitigate potential negative impacts

You have confirmed that there are no negative impacts for equality protected characteristics and public health characteristics.

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

Following Pre-Planning Public engagement

## 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

09/10/2023 19:32:26

### Screening Submitted Date Time

22/09/2023 11:52:15

### Last Reopened Date Time

No Date Recorded

### Full Impact Submitted Date Time

09/10/2023 19:32:26

### Approved/Rejected Date Time

No Date Recorded

### Current User Dashboard Request Status

Submitted

## 9.0 People with access to the original screening

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 9.1 People with access to this equality and public health assessment

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

10

## Direct Questions

No Questions Asked

This page is intentionally left blank

## Equality and Public Health Full Impact Assessment

### Impact Assessment Id: #601

#### 1.0 Screening Information

**Project Name**

Shrub Hill Shared Use Link

**Name of Project Sponsor**

Nick Churchill

**Name of Project Manager**

Ben Salcedo

**Name of Project Lead**

Nick Churchill

**Please give a brief description of the project**

A Shared Use Link between Shrub Hill Station and Pheasant Street to connect the station to the city across the canal. Funded by Towns Fund monies secured by Worcester City Council.

**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. The Project will create a Shared use link between Shrub Hill Station and Worcester City Centre - works being delivered on behalf of Worcester City Council who have obtained funding through Towns Fund. Worcester City Business case appended

**Upload Business Case or Support documents**

[□ Supplement Agenda Item 5 - Town Investment Plan - Shrub Hill Regeneration and Community Skills An \(2\).pdf](#)

**Project Outputs**

Briefly summarise the activities needed to achieve the project outcomes.  
Civil engineering, design & construction

**Project Outcomes**

Briefly summarise what the project will achieve.  
A new shared use link between Shrub Hill Station and Worcester city centre in accordance with planning requirements

**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?**

No

## 1.2 Responsibility

### Directorate/Organisation

Economy & Infrastructure

### Service Area

Major Projects & Waste

## 1.3 Specifics

### Project Reference (if known)

CP01339

### Intended Project Close Date \*

March 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:

Not recorded

### Upload previous impact assessment documents if available

No files uploaded

## 2 Organisations Involved

Please identify the organisation(s) involved:

Other - Worcester City Council

Details of contributors to this assessment:

<b>Name</b>	Kevin Moore
<b>Job title</b>	Head of Property and Asset Management
<b>Email address</b>	Kevin.Moore@worchester.gov.uk

## 3.0 Who will be affected by the development and implementation

Please identify group(s) involved:

Communities



### 3.1 Information and evidence reviewed

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

N/A

### 3.2 Summary of engagement or consultation undertaken

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

Statutory consultation was carried out as part of the Planning Application submission

### 3.3 Summary of relevant findings

Please summarise your relevant findings. \*

All impacts will be positive i.e. provision of Shared Use link is purposefully designed to encourage active travel

## 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 neutral impact selected.

##### Explanation of your reasoning:

It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.

#### Disability

Potential positive impact selected.

##### Explanation of your reasoning:

Wider than required link between City Centre & Shrub Hill Station, affording the opportunity for individuals with disabilities to travel between the 2 destinations in more comfort.  
Visually impaired users will benefit from specially designed paving to help visually impaired individuals navigate the streetscape.  
Colour contrasting paving materials will be used to identify areas of potential conflict between pedestrians and vehicles.

#### Gender reassignment

Potential neutral impact selected

##### Explanation of your reasoning:

It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.

#### Marriage and civil partnerships

Potential neutral impact selected.

##### Explanation of your reasoning:

It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.

**Pregnancy and maternity**

Potential positive impact selected.

**Explanation of your reasoning:**

A safer, lit route will be provided between Shrub Hill Station & Worcester city centre, encouraging more active travel

**Race including travelling communities**

Potential neutral impact selected.

**Explanation of your reasoning:**

**It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.**

**Religion and belief**

Potential neutral impact selected.

**Explanation of your reasoning:**

It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.

**Sex**

Potential positive impact selected.

**Explanation of your reasoning:**

A safer, lit route will be provided between Shrub Hill Station & Worcester city centre, encouraging more active travel

**Sexual orientation**

Potential neutral impact selected.

**Explanation of your reasoning:**

It is not anticipated that the scheme will have a specific impact on individuals with this protected characteristic - the scheme will be positive for all.

## 5 Characteristics - Public health

### Other vulnerable and disadvantaged groups

Potential neutral impact selected.

#### Explanation of your reasoning:

The scheme will not have a specific impact on individuals with this characteristic - the scheme is for all.

### Health inequalities

Potential positive impact selected.

#### Explanation of your reasoning:

The scheme is open and free for all to use and will allow more opportunity for active travel, leading to increased health and wellbeing.

### Social and economic

Potential positive impact selected.

#### Explanation of your reasoning:

The scheme creates an easier link between the city centre/station allowing access to employment opportunities.  
The scheme will enhance the area and create natural surveillance to reduce the opportunity for antisocial behaviour.

### Physical health

Potential positive impact selected.

#### Explanation of your reasoning:

The scheme will encourage active travel, leading to increased health and wellbeing.

### Mental health and wellbeing

Potential positive impact selected.

#### Explanation of your reasoning:

The scheme will encourage active travel, leading to increased health and wellbeing.  
The scheme will improve the aesthetics of the local area providing a better setting for future residential developments.

### Access to services

Potential positive impact selected.

#### Explanation of your reasoning:

The scheme creates an easier link between the city centre/station allowing access to public transport (train station), services.

## 6 Actions to mitigate potential negative impacts

You have confirmed that there are no negative impacts for equality protected characteristics and public health characteristics.

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

As the project develops

## 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

22/09/2023 14:14:00

### Screening Submitted Date Time

22/09/2023 13:14:36

### Last Reopened Date Time

No Date Recorded

### Full Impact Submitted Date Time

22/09/2023 14:14:00

### Approved/Rejected Date Time

No Date Recorded

### Current User Dashboard Request Status

Submitted

## 9.0 People with access to the original screening

[Ben Salcedo \(Ben.Salcedo@jacobs.com\)](mailto:Ben.Salcedo@jacobs.com)

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

## 9.1 People with access to this equality and public health assessment

[Ben Salcedo \(Ben.Salcedo@jacobs.com\)](mailto:Ben.Salcedo@jacobs.com)

[Miriam Gorman \(MGorman@worcestershire.gov.uk\)](mailto:MGorman@worcestershire.gov.uk)

[Penny Unwin \(PUwin1@worcestershire.gov.uk\)](mailto:PUwin1@worcestershire.gov.uk)

10

## Direct Questions

No Questions Asked

This page is intentionally left blank

# **Worcestershire County Council**

## **Business Case**

### **Worcestershire County Museum Future Service Delivery**

**August 2023**

**v2**

## Contents

1. Executive Summary	3
3. Strategic Case	6
3.1 The proposal	6
4. Economic Case	9
5. Commercial Case	10
6. Financial Case	11
7. Management case	13

## Document Control

Document Title	Worcestershire County Museum Service Delivery Business Case
Version	v2
Author	Philippa Tinsley, Museums Manager
Date	August 2023
Further copies from	Philippa.tinsley@worcester.gov.uk



## 1. Executive Summary

Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity and volunteering benefits for local residents.

The vision for the County Museum's future is, in addition to maintaining the above, for space and new programmes that work with Primary Care Networks and other partners supporting positive health outcomes for local residents.

By aligning with health priorities and addressing the increasing demand for healthy living services, the museum aims to enhance the health of Worcestershire residents, contribute to a reduction to the burden of healthcare costs, and create a sustainable revenue stream for its service. Through a well-structured approach and careful management, the museum can become a pivotal contributor to support residents to *Be Well in Worcestershire*, the vision of the Council's Health & Wellbeing Strategy.

Potential health-focused programmes for the County Museum are detailed in the Strategic Case (3.1). These have been developed from work undertaken informally and evaluated as project work or trial programmes or are under discussion with partners responding to local need. To enable all these programmes to be fully developed and to take place at the County Museum, its property facilities need to be refurbished and improved. These property needs are summarised in 3.2.6.

The Council has significant obligations as a tenant at Hartlebury Castle that it needs to fulfil. By using some of these costs as matched funding, the museum service aims to lever in approximately £4million of external funding to fund the property refurbishment and improvements and support the transformation of the service to a wider delivery model.

Not all tenant obligations can count as matched funding and thus, to maximise the chance of funding success, Worcestershire County Council would commit an additional £800k-£1million funding to the project. This would be required in stages from 2027 onwards.

The County Museum's main income source is currently earned income for admissions and school sessions. This is limited by the restrictions of its current management agreement and short property lease. This new delivery model will encompass a much wider diversity of funding for the service and a range of procurement models. It will enable a better management agreement with its partner and landlord, Hartlebury Castle Preservation Trust, both working with complementary customer bases. It will enable the proportion of the museum budget funded by the Council to decrease.

Property improvements to enable the County Museum's developed delivery model will be supported through a series of workstreams with dedicated project management support, support from external expertise and expertise from colleagues in legal and finance teams.

A decision will be made by Worcestershire County Cabinet on the options for the future of Worcestershire County Museum in October 2023. The property plans will be brought to Capital Board at initial stage in August 2023 and again at detailed design stage.

## 2. Business Case details

<b>Project Name</b>	Worcestershire County Museum Service Delivery
<b>Project Sponsor</b>	Hannah Needham
<b>Project Manager</b>	To be added at next stage
<b>Service description</b>	Worcestershire County Museum, Communities, People Directorate
<b>Partner organisation(s)</b>	Part of future work
<b>Project Reference</b>	tbc

### **3. Strategic Case**

#### **3.1 The proposal**

Community wellbeing is fundamental to the service model of museums.

It is delivered as volunteering and work experience, through displays and facilities, participation in activities and with handling collections, and engaging with other visitors and with the museum team.

Currently, these activities are mostly delivered informally as part of traditional museum programmes like exhibitions, education and family activities, responding to customer demand and external funding.

The service has undertaken ground-breaking projects that support wellbeing outcomes for participants but, the recording and building on quantitative evidence of impact was a low priority until recently. The outcomes of these programmes are not currently included within of the wider Worcestershire County Council social care programmes.

Formalising a health and wellbeing offer in museums - working with colleagues across social care and partners to deliver set programmes with planned resident health outcomes - will support the Council to improve health outcomes for Worcestershire residents.

Future health-focused programmes for the County Museum are expected to include the following. These have so far been undertaken informally as project work or trial programmes or are under discussion with partners as potentials:

- Wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, eg yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners
- Preventative health care sessions, eg strength and balance classes designed to help reduce the incidence of falls amongst older residents
- Partner venue use (as a hire) such as AgeUK's Dementia Meeting Centre sessions
- Social volunteering opportunities with health outcomes, supported by museum staff
- Inclusive work placements, supported by museum staff
- Day care for adults with learning disabilities, run by museum staff alongside partners or agency workers supporting participants. Probably subcommissioined by organisations commissioned to undertake this care.
- Outreach to care homes, using reminiscence resources, led by museum staff
- Potentially a health therapy tenant as part of the County Museum site offer, run as a commercial letting

#### **3.2 The case for change**

##### **3.2.1 Alignment with Council objectives/priorities**

Museums embody the Council's vision of putting communities at the heart of what we do. The County Museum support residents to better understand their Worcestershire home and connect to the people and places that are meaningful for them. Developing the service delivery programmes aligns with the People Directorate's guiding principles to listen and engage with communities and partner organisations and empower people in their health outcomes.

Worcestershire's Health and Wellbeing Board Strategy 2022 to 2032 sets out a vision and priorities for improving the health and wellbeing of people who live and work in Worcestershire.

The strategy's priorities are:

- Good mental health and wellbeing;
- supporting people to live well in good health for as long as possible, particularly those who have poorer health outcomes;
- ensuring children have the best start in life;
- young people will have hope and aspiration for the future; and
- residents live longer, more independent lives in good health, with fewer people going on to need care and support

In addition, relevant priorities of the Council's Prevention Strategy are:

- to support good physical health in later life to prevent falls, including through a programme of classes;
- create a sense of connection through communities including by enabling inclusive spaces,
- championing the 5 ways to wellbeing and enabling access to a range of activities; and,
- as part of a priority of advice and guidance to ensure that preventative action regarding health and wellbeing is embedded across all areas of the local authority.

### **3.2.2 Fit with national policy**

Research undertaken by University College London in 2019 analysing the English Longitudinal Study of Aging showed that engaging with cultural activity just once or twice a year correlated to a 14% lower risk of dying over the study period, independent of the demographic or socioeconomic background of the study participants.

Under the 2014 Care Act, WCC has a statutory duty to promote wellbeing, and to undertake programmes of work that delay the need for care and support services.

Evidence-based national prevention reviews such as the Local Government Association report *Prevention – A Shared Commitment* show that working with communities can maximise take-up of screening and healthy activities and reduce the burden on healthcare services. Museums can provide the right venues to support these programmes.

### **3.2.3 Customer user needs – current and future**

Current visitors to the County Museum as a visitor attraction will continue to be important users of the service. They will continue to expect to have access to the objects, research and resources of the County's nationally-significant collections through exhibitions and activities. The earned income from part of the site's admission charges remains an important part of a future service delivery model for the County Museum.

Alongside these existing customers, the potential is to extend the customer base of the service with programmes that support the council's vision to *Be Well in Worcestershire*. For example - working with charities such as Age UK to use the museum resources to deliver support to those living with dementia and their carers, or with Worcester University to deliver strength and balance resources to reduce the risk of falls.

### **3.2.4 Improvement of current service delivery arrangements**

The County Museum currently has a successful operating model with growing visitor numbers to the site and increasing secondary spend. However, the current management agreement with WCC's partner and landlord Hartlebury Castle Preservation Trust limits WCC's earned income to a proportion of admission fees only, minimising the ability to grow the service's income or to make savings. Developing new programmes based around health and wellbeing outcomes will enable the service to maintain the success of its current model, while developing in response to the wider need to support Worcestershire residents.

Discussions on a new management agreement are underway with the aim of the two complementary businesses (the County Museum and the Trust) operating alongside each other at Hartlebury Castle, both with joint interest in presenting the buildings and displays to complementary audiences.

### **3.2.5 Benefits and risks**

Development of the service will:

- improve the access to health programmes for local residents;
- support partners to reach some of those in the community who would benefit from prevention programmes; and
- diversify the service's income base, facilitating a long-term objective to reduce WCC's share of the County Museum budget.

Developing new programmes comes with risk. Long-term it will change staff roles, and core spend profiles. It will take time to build up the right partnerships, programmes and funding streams.

There is also a risk to not developing this delivery model for the service. The limitations of the current operating model mean the service could struggle to remain relevant and sustainable.

### **3.2.6 Constraints and dependencies**

Developing new health-centred programmes is already underway, there is not a threshold required for work to start.

But the challenges of the County Museum site – a main space inaccessible because of asbestos, outstanding maintenance requirements, and layouts not changed since the 1960s - mean that serving groups is currently restricted. A short lease means that the service is not eligible to apply for many grants. The opportunity of funding invested by WCC in the 2000s to maximise the access to the museum for visitors using wheelchairs is not now maximised.

Some of the change envisioned is dependent on the County Museum's landlord and partner Hartlebury Castle Preservation Trust. They support this business development as it also offers them additional opportunities to develop their commercial business model in non-competing ways.

Ideally, to enable the full selection of envisioned programmes to be undertaken, Worcestershire County Museum would include the following improved property facilities:

- Museum displays refurbished to maximise accessibility and resource value and with learning spaces planned in.
- A new build transport gallery in the Orchard, suitable to use with groups.

- Workshop suitable for learning/commercial/wellbeing activities, incl learning resources storage and a changing places toilet.
- A self-contained therapy suite in the Orchard.
- Landscaped outdoor space for learning and wellbeing sessions use.
- Admin block ground floor repurposed as self-contained multipurpose learning space(s) with toilets and kitchen facilities.
- Office space in admin block first floor reconfigured to include a volunteers/training suite.

## 4. Economic Case

### 3.3 Appraisals of costs and benefits

Using the County Museum to support some of its wider health priorities for residents maximises the use of WCC's facilities and resources making the best use of public funding. Rather than the different parts of the council and other public services in Worcestershire operating in isolation, this delivery model works on the basis of partnership, using an existing council asset to achieve other objectives. The museum service can support other council programmes to reach and support the community.

The Public Health and Communities teams are reviewing opportunities for measuring health impact within the Libraries and Museums service. Additional health related performance measures will be driven by partnerships as the delivery model develops.

The existing museum performance indicators will allow the monitoring of this expansion of service delivery for its effectiveness as part of an efficiently run museum:

<b>Average improvement in wellbeing experienced by museum visitors and participants</b>	Measures impact	Reported to Joint Museums Committee quarterly
<b>How satisfied or dissatisfied are you with each of the following services provided or supported by Worcestershire County Council?: Museums/galleries</b>	Measures quality	Annual residents Viewpoint survey, This question is specifically reported to Joint Museums Committee annually and the survey as a whole to the Corporate and Communities Overview and Scrutiny Panel
<b>Income performance for all sites against target (%)</b>	Measures viability	Reported to Joint Museums Committee quarterly

### 3.4 Critical success factors to achieving the Economic Case

To achieve success, networks need to develop into real partnerships with benefits to both partners and long-term evidence of improved health outcomes. Programmes need to be trialled and evaluated with customers to ensure that they are achieving the health outcomes and the shared resource use envisioned by the delivery model.

This stage of business plan implementation is intended for the next 5 years and ideally will align with the improvement of the physical estate of the County Museum so that space and facilities for the programmes become ready as programmes are developed.

### 3.5 Risk assessment

**Risk:** external funding cannot be secured to develop the property and facilities to support the service delivery

**Mitigation:** a full investigation of options for the County Museum has been undertaken, along with discussions with potential funders so that the potential change is fully aligned with funder priorities.

**Risk:** national priorities change and programmes become superseded

**Mitigation:** the service delivery model is being planned as a flexible approach, maximising a diversity of funding and supporting a range of health outcomes. It is important that networks continue to be developed so that the service remains responsive and actively supporting new initiatives.



## 5. Commercial Case

### 3.6 Market analysis and demand

Investigation over the last twelve months has increased the awareness of the museum offer within colleagues in public health, local primary care networks and commissioned organisations.

Discussions have started about potential partnership programmes and, in the case of AgeUK, led to the introduction of Dementia Meeting Centre sessions at the County Museum.

Trial sessions targeting social isolation (*Make Time*), mindfulness and reminiscence have been undertaken and evaluated, to better understand the demand and the need locally, in order to develop the right programmes with the right partners.

The progress in this work was reported to the Joint Museums Committee at their meeting on 2 March 2023.

### 3.7 Contractual arrangements

This new delivery model is likely to encompass a range of procurement agreements, including:

- Site management agreement with Hartlebury Castle Preservation Trust.
- Joint funding applications with other partners (for example the University of Worcester recently submitted a UK Research and Innovation grant application regarding healthcare for Gypsy, Roma, Traveller communities which included using the County Museum's spaces, resources and skilled staff).
- Museum staff leading programmes and the commissioning of freelance practitioners to do so.
- Social Prescribing relationships with Worcestershire Primary Care Networks.
- Working with organisations commissioned to deliver care programmes for specific groups, residents or against specific needs.

### 3.8 Charging mechanism

The County Museum's main income source is currently earned income for admissions and school sessions. Fees and charges as reviewed and set annually by the Joint Museums Committee.

The annual research that benchmarks charges to ensure they are appropriate for the market will continue, adapting for new programmes. This can encompass activities for social prescribing as those projects develop.

## 6. Financial Case

### 3.9 Capital and revenue requirements

Description	Start date	End date
REVENUE, SERVICE COSTS		
Continue at same level while new programmes are built up		2026
Decrease of around 5% of staff costs once new management agreement with HCPT agreed	2026	
Potential decrease of up to 50% in energy costs, dependent on capital investment	2028	
Increase in earned income when new programmes are in place, build up to 100% increase	2029	
CAPITAL, FACILITIES COSTS		
Laid out in more detail in main August Capital Board report		

### 3.10 Resource requirements

**Total funding required** set out in main August Capital Board report

External funding to be pursued				
Where is it from?	When will the money be available?			
	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 onwards 2027 onwards
Museum Reserves, (secured) Set aside for development planning	£40,000	£37,000		
National Lottery Heritage Fund Development phase		£200,000	£200,000	
National Lottery Heritage Fund Delivery phase				Approx. £3.4 million
Wychavon UK Shared Prosperity Fund	£25,000			
Arts Council England Museum Project Grant				£90,000

National Lottery Community Fund				To be determined
------------------------------------	--	--	--	---------------------

**Staff Resources** no increase to WCC-funded staffing profile, potentially a 5% reduction following a new management agreement with HCPT. Additional staff brought in to support the project using project funding and reserves set aside for the project.

**Balance of funding requested**

A commitment is required to support the securing of external funds

This does not include the cost of leased site tenant obligation costs, set out in the August Capital Board project main report

	<b>Year 1 2024/25</b>	<b>Year 2 2025/26</b>	<b>Year 3 2026/27</b>	<b>Year 4 onwards 2027 onwards</b>
<b>Total</b>				£800k-£1million

**3.11 Financial benefits**

Savings and additional income targets will be added as the project progresses and the level of opportunity becomes clearer, subject to the dependencies noted. An indication of the scale of these is noted in 6.1.

**3.11.1 Requirements in order to realise savings**

A decision must be made on the future of the service and where it will be based at the end of the County Museum lease in 2026 at Hartlebury Castle.

Assuming a new lease is approved and negotiated, the scope of the refurbishment and capital improvements of the site must be agreed.

Partnership agreements to delivery programmes must be secured.

External funding, as laid out in 6.2 above must be secured for the improved facilities.

At each of these points, the scale and scope of the delivery model can be reviewed. The proposed model is scalable.

**3.12 Non-financial benefits**

Once fully realised, the proposed delivery model can make a difference in the health outcomes for local residents. Prevention strategy programmes will reduce the healthcare costs of Worcestershire’s aging population.

The County Museum at Hartlebury Castle will continue to attract tourists into Worcestershire, bringing with them economic impact through their spend. Total economic impact for Worcestershire from Museums Worcestershire’s Museums in 2022-23 was £2,402,931 (calculated using a standard methodology based on numbers of visitors, their distance of travel, and their standard associated spend during their stay on food, parking, hotels and other purchases).

## **7. Management case**

### **3.13 Programme and project management plans**

The development of new health & wellbeing programmes at the County Museum is being led by the Museums Learning Manager. This work is initially supported by a consultant from the National Academy for Social Prescribing. As the offer develops it will continue to be reported to the Joint Museums Committee and feed into the annual service plan and budget setting.

Property lease negotiations and improvements will be managed through a series of workstreams with dedicated project management support, support from external expertise and expertise from colleagues in legal and finance teams. The plans will be brought to Capital Board at initial stage in August 2023 and at detailed design stage.

Any new management agreement with Hartlebury Castle Preservation Trust will be overseen by the Hartlebury Castle Strategic Board.

### **3.14 Approach to management and delivery of benefits**

As the new programmes develop, it is likely that a liaison group between the museum team (and potentially colleagues in Libraries and Countryside) and social prescribers/PCNs and public health colleagues will become appropriate. This liaison function is currently overseen by the Assistant Director for Communities and managed through existing strategic sharing groups.

### **3.15 Approach to risk management**

Risk management for any property work will form part of the terms of reference for the project workstreams and will be owned by WCC's Property team.

### **3.16 Monitoring during implementation**

For any property plans, project management will include a series of milestones to ensure that progress is being managed to the planned delivery programme. Timing will be partly driven by external funding and so will be closely monitored to ensure matched funding requirements and cash flow is being met.

New programme delivery will be closely evaluated as it develops, with programmes trialled and tested with the market and with participants at all stages of development. External support for evaluation will be included in all external funding applications, and analysis will be shared more widely to support development in other areas.

### **3.17 Post implementation evaluation arrangements**

New programmes will continue to be monitored and to evolve, being responsive to demand and to need. This will continue to be monitored quarterly by the Joint Museums Committee as part of the service's performance.

Property project plans will be seen not just as 'complete at launch' but will continue to have targets and milestones after completion. This will be supported by external funding and by the evaluation requirements from external funders. Once property project teams have disbanded, the work will continue to be monitored by regular reviews between the museum and property teams.

### **3.18 Contingency arrangements/exit strategy**

A baseline minimum requirement to the Hartlebury Castle leased property, consistent with WCC's tenant obligations if the County Museum is to remain on site, has been included in the August report to Capital Board. This could form phase 1 of a longer-term refurbishment of the property, seeking external funding in phases rather than as one complete project.

A mothballing, non-renewal of lease option will be included in the October Cabinet Report (this will be subject to public consultation if it is the option chosen by cabinet).

Both of these decisions will change but not completely close the options for the planned development of the delivery model for the County Museum. The delivery model, and its associated benefits, would have to be scaled back in part or significantly depending upon the decisions made.

This page is intentionally left blank

**Baseline position for minimum compliance with lease obligations under new lease - Timing of costs**

		year					Totals
		24/25	25/26	26/27	27/28	28/29	
		1	2	3	4	5	
One off	Capital	£ 270,000	£ 95,000	£ 95,000	£ 95,000	£ 95,000	£ 650,000
One off	Revenue	£ -	£ -	£ -	£ -	£ -	£ -
Risks							

yr 1 - all Transport gallery works and amount of remaining capital costs across all buildings split across 5 years - requested for proposed 5 year Corporate Property Capital Maintenance Programme - assume approved

costs identified in overall condition survey but to be managed within existing FM premises costs and prioritised as necessary any additional funding requests on case by case basis if necessary

**Preferred option - New lease, refurbishment and New build Transport Gallery - including Energy improvements**

		year					Totals
		24/25	25/26	26/27	27/28	28/29	
		1	2	3	4	5	
Total new building and refurbishment of North and Admin Block costs							£ 5,761,000
Assuming 70% external funding secured							-£ 4,032,700
One off - Council funding	capital - new gallery and lease obligations	£ 359,154	£ 534,154	-£ 4,496	-£ 4,496	£ 4,496	£ 879,818
	capital - refurbishment of North and Admin Block	0	0	£ 325,500	£ 325,500	0	£ 651,000
							£ 1,530,818
One off	Revenue	-£ 598	-£ 598	-£ 15,598	-£ 15,598	-£ 15,598	£ 47,988
Assume maximum Council additional funding		£ 1,000,000					
On - going	Revenue	£ 65,000					£ 65,000
Risks		Borrowing period reduce in line with shorter lease and therefore increase in annual borrowing costs					

not including existing lease obligations for whole site

assume 30% Council funding contribution and 70% HLF/ other external funding for gallery costs only - Position set against baseline funding

costs identified in overall condition survey set against baseline funding. Addition in yr 1 & 2 for relocation of part collection to and from temporary storage

Cost of borrowing - £1million - MRP & Interest based on 5.19% less 0.2 preferential rate - assume 30 years

**Vacate at Lease end - Timing of costs**

		year					Totals
		24/25	25/26	26/27	27/28	28/29	
		1	2	3	4	5	
One Off	Capital	-£ 128,368	£ 46,632	-£ 95,000	£ 95,000	-£ 95,000	£ 366,736
One off	Revenue	£ 368,632	£ 368,632	-£ 40,000	-£ 40,000	-£ 40,000	£ 617,264
On-going property savings	Revenue	-£ 31,500					£ 31,500
Risks		Increase in costs due to inflation, materials, labour etc					

Position set against baseline funding

allowing for additional storage etc for collection

Baseline position - Minimum if stay - Lease obligations and new transport gallery roof - No HLF or other funding opportunities - lease obligations			
One off costs	Capital	Revenue	
Renew roof to Transport Gallery	£ 134,154		inc removal of existing and new roof - still left with gallery not fit for purpose in terms of space within Internal Building Surveyor calculated based on BCIS
Other repairs to Transport Gallery	£ 41,855		Includes all other works to include as overall refurbishment project Condition survey costs plus on-costs for delivery
Lease obligations but spread over longer period	£ 625,518	£ 417,012	Some works like refurb of galleries includes work within lease obligations which would be capital if larger project therefore split more likely to be 60% capital and 40% revenue - excludes demolition of transport gallery but includes demo of cider mill Condition survey costs plus on-costs for delivery Demolition contract quote and Gleeds
Demolition of Cider Mill	£ 48,000		consider part of overall works
Surveyors and contingency on dilaps costs	£ -	£ -	unlikely to be required
less expenditure currently funded/ works done	-£ 238,000	-£ 30,000	North wing roof and admin block windows etc - £110k from 22/23 AND £128k 23/24 plus works to heaters etc completed
Loan HCPT		-£ 200,000	
<b>Total Lease obligations</b>	<b>£ 611,527</b>	<b>£ 187,012</b>	To be spread over additional years
not inc Transport gallery	£ 435,518		£5k per annum for capital - say £40k per annum for revenue
<b>Revenue costs for clean etc due to asbestos fibres</b>			
Environmental clean due to asbestos presence in existing building - required for all options		£ 15,000	Environmental clean of collection and building Not included currently - awaiting detailed costs
Temporary relocation of Transport Gallery collection whilst work carried out		£ 35,000	Storage rental 6 months Not included currently - awaiting detailed costs
<b>Annual cost</b>	These statement apply to all options other than lease end		
On-going property costs remain	£ -		Assumed same and no improvements in sustainability etc. - may reduce due to reduced rates charges
Sinking fund to be calculated and included within capital/ revenue on-going requirements for lease obligations			To be calculated as part of next stage of review
Confirm existing allocation of Premises allocated budget for this site and therefore consider additional revenue funding required			
<b>Additional costs still to be reviewed</b>	Revenue costs environmental clean of all collection and equipment in current transport gallery - required for all options		

Baseline position for minimum compliance with lease obligations under new lease - Timing of costs							
year	24/25	25/26	26/27	27/28	28/29	Totals	
One off							
capital	£ 270,000	£ 95,000	£ 95,000	£ 95,000	£ 95,000	£ 650,000	yr 1 - all Transport gallery works and amount of remaining capital costs across all buildings split across 5 years - requested for proposed 5 year Corporate Property Capital Maintenance Programme - assume approved
Revenue		-£ 270,000	-£ 95,000	-£ 95,000	-£ 95,000	-£ 650,000	requested for proposed 5 year Corporate Property Capital Maintenance Programme - assume approved
<b>capital funding required</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	
Revenue	£ 40,000	£ 40,000	£ 40,000	£ 40,000	£ 40,000	£ 200,000	costs to be managed within existing FM premises costs and prioritised as necessary - any additional requirements to be dealt with on case by case basis if necessary Potential loan payment from HCPT may not be achieved - assumed paid back in figures
<b>Revenue funding required</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	Additional revenue funding required for environmental clean of collection and building and any temporary storage/ removal requirements
on-going/assumptions	?	?	?	?	?	?	
Risks	HCPT loan repayment not received - currently assumed to support revenue costs in overall figures Structure of existing roof not capable of taking new roof finish, increase in costs General construct risk of unforeseen costs, inflation etc Failure to obtain planning permission or requirements increasing costs						

JMC - Preferred option New Lease, Refurbishment and New Build Gallery			
Option for new gallery, sustainability and refurbishments to HLF standards and lease obligations			
One off costs	capital	revenue	
<b>Phase 1 - New roof to allow use of gallery whilst progressing bids etc</b>			
Renew roof to Transport Gallery	£ 134,154		inc removal of existing and new roof - still left with gallery not fit for purpose in terms of space within Internal Building Surveyor calculated based on BCIS
Other repairs to Transport Gallery	£ 41,855		Includes all other works to include as overall refurbishment project Condition survey costs plus on-costs for delivery
	<b>£ 176,009</b>		
Environmental clean due to asbestos presence in existing building - required for all options		£ 15,000	Environmental clean of collection and building Storage rental 6 months
Temporary relocation of Transport Gallery collection whilst work carried out		£ 35,000	Relocation costs
	<b>£ 176,009</b>	<b>£ 50,000</b>	
<b>Replace existing transport gallery - new build - sustainable</b>			
Demolition of existing transport gallery	£ 271,000		Cost updated from original due to contractor cost estimate Demolition contract quote and Gleeds
High spec sustainable gallery	£ 2,887,000		same size gallery but new build sustainable (542m2 inc workshop - reduce workshop space) - inc survey costs Gleeds
Archaeology	£ 100,000		
Museum Fit out	£ 100,000		
Cider Mill demolition	£ 48,000		Demolition contract quote and Gleeds
Temporary Transport Gallery collection display - part temporary relocation and storage of remaining items	£ 185,000	£ 30,000	This is for provision of temporary steel shed structure to continue display of significant elements of collection (part only) on site, location to be agreed - no additional parking included
	<b>£ 3,591,000</b>	<b>£ 30,000</b>	
Capital funding assume 70% HLF/ other funding	£ 2,513,700		Potential HLF funding

Timing of costs							
year	24/25	25/26	26/27	27/28	28/29	Totals	
One off							
Baseline funding							
New roof to existing transport gallery - plus all lease obligations							Full funded if remain on site as this forms base option - only progress as temporary position or permanent if funding not approved
Temporary or permanent option - funded as part of baseline	-£ 270,000	-£ 95,000	-£ 95,000	-£ 95,000	-£ 95,000	-£ 650,000	
Revenue funding additional							
<b>Replace existing transport gallery - new build - sustainable (assume new gallery roof not progressed - straight to new build)</b>							Assumes all other lease obligations carried out in addition to new gallery
Total new gallery costs	£ 1,795,500	£ 1,795,500				£ 3,591,000	
Capital funding assume 70% HLF/ other funding	-£ 1,256,850.0	-£ 1,256,850.0				-£ 2,513,700.0	
One off - capital - assume 30% Council							Assumed split of total amount over 2 years - however for cashflow purposes Council pay all costs and reclaim in arrears
Council funding contribution	£ 538,650	£ 538,650				£ 1,077,300	Lease obligations (not inc Cider Mill or Transport Gallery as included above)
Revenue	£ 90,504	£ 90,504	£ 90,504	£ 90,504	£ 90,504	£ 452,518	less baseline capital funding
less baseline costs	-£ 270,000	-£ 95,000	-£ 95,000	-£ 95,000	-£ 95,000	-£ 650,000	
	<b>£ 359,154</b>	<b>£ 344,154</b>	<b>£ 4,486</b>	<b>£ 4,486</b>	<b>£ 4,486</b>	<b>£ 779,818</b>	
On - going							costs identified in over all condition survey but to be managed within existing FM premises costs and prioritised as necessary any additional funding requests on case by case basis if necessary. Addition in yr 1 & 2 for relocation of collection to and from temporary storage
Revenue	£ 39,402	£ 39,402	£ 24,402	£ 24,402	£ 24,402	£ 152,012	
less baseline costs	-£ 40,000	-£ 40,000	-£ 40,000	-£ 40,000	-£ 40,000	-£ 200,000	
	<b>-£ 588</b>	<b>-£ 588</b>	<b>-£ 15,598</b>	<b>-£ 15,598</b>	<b>-£ 15,598</b>	<b>-£ 47,988</b>	
On - going							Cost of borrowing - MRP & Interest based on 5.19% less 0.2 preferential rate - assume 30 years
years			£ 57,180	£ 57,180	£ 57,180		assume commence payments from 26/27
Risks	Assumes no cost for temporary parking needs - negotiation with Landlord Potential loan payment from HCPT may not be achieved - assumed paid back in figures						
<b>Refurbishment of North and Admin Block - Galleries and community space</b>							



Council Capital funding - Phase 2		£	1,077,300
<b>Refurbishment of North and Admin Block - Galleries and community space</b>			
High spec refurb college building (£395,000)	£	395,000	Build in sustainability into existing building
High spec refurb north building (£1375000)	£	1,375,000	Build in sustainability into existing building
Museum fit out - digital etc	£	400,000	
	£	<b>2,170,000</b>	
Capital funding assume 70% HLF/ other funding	£	1,519,000	Potential HLF funding
<b>Council Capital funding</b>	<b>£</b>	<b>651,000</b>	
<b>Lease obligations</b>			
Lease obligations but spread over longer period	£	690,518	£ 417,012 capital/ revenue split updated to allow for work to be included within the wider capital project
less works now capitalised as part of refurbishment	£	-	all decs and floors part of capital refurbishment and now capital project costs
surveyors and contingency on dilaps costs	£	-	
less expenditure currently funded/ works done from dilaps	-£	238,000	£ 30,000 North wing roof and admin block windows etc - £110k from 22/23 AND £128k 23/24 plus works to heaters etc completed
Loan HCPT	£	-	£ 200,000
	£	<b>452,518</b>	£ <b>122,012</b>
Total costs not include Phase 1 new roof and works to gallery - assume not carried out	£	6,451,518	£ 382,012
<b>Annual cost</b> These statement apply to all options other than lease end			
rental of additional storage unit	£	-	10,000 this is for items not temporarily housed on site in temp structure - possible storage at other sites (Shrub Hill or structure at Museum Store)
On-going property costs remain	£	-	Assumed reduction in energy costs due to improvements in sustainability - but to be assessed in detail going forward
Sinking fund to be calculated and included within capital/ revenue on-going requirements for lease obligations	£	-	To be calculated as part of next stage of review
Confirm existing allocation of Premises allocated budget for this site and therefore consider additional revenue funding required			
<b>Additional costs still to be reviewed</b>			
Revenue costs environmental clean of all collection and equipment in current transport gallery - required for all options			

	year					Totals	
	24/25	25/26	26/27	27/28	28/29		
Total Refurbishment cost	£	1,085,000	£	1,085,000	£	2,170,000	Assume work carried out over 2 financial years
Capital funding assume 70% HLF/ other funding	-£	759,500	-£	759,500	-£	1,519,000	
<b>One off - Council funding capital</b>	£	325,500	£	325,500	£	<b>651,000</b>	assume 30% Council funding contribution

Vacate at Lease end		Timing of costs									
	capital	revenue	year					Totals			
			24/25	25/26	26/27	27/28	28/29				
one off			1	2	3	4	5				
capital	£	141,632	£	141,632	£	0	£	0	£	283,265	All costs paid by lease end
Position against baseline funding	-£	128,368	-£	46,632	-£	95,000	-£	95,000	-£	650,000	Baseline funding
Revenue	£	408,632	£	408,632	£	0	£	0	£	817,265	will require additional revenue funding allocation - small amount of works will be carried out each year from Premises cost budget - includes allowance for HCPT loan amount deduction
Position against baseline funding on-going revenue costs - per annum	-£	368,632	-£	368,632	-£	40,000	-£	40,000	-£	200,000	Baseline funding - not inc env clean or temporary storage to allow clean
savings											

Vacate at end of Lease		capital		revenue			
<b>Lease end 2026 - no further lease - Mothball Museum - work to be completed/ costs due by Feb 2026 - financial year 25/26 - No HLF or other funding potential</b>							
Lease obligations - assume leave at end of term	£	521,265	£	521,265			excludes removal of cider mill and transport gallery required under lease - either remove or bring up to full repair - includes last year of decs etc based on 50/50 split
Demolition of Cider Mill	£	48,000					Review Office
Demolition of Transport Gallery	£	271,000					Gleeds QS costs
Dilaps surveyor costs	£	-	£	7,000			
Dilaps contingency following landlord inspection	£	-	£	100,000			
less expenditure currently funded/ works done	-£	238,000	-£	30,000			North wing roof and admin block windows etc - £110k from 22/23 AND £128k 23/24 plus works to heaters etc completed
Loan to HCPT set against dilaps	£	-	£	200,000			Building Surveyor opinion previous expenditure/ current allocation in capital programme Loan amount outstanding
		<b>£</b>	<b>283,265</b>	<b>£</b>	<b>717,265</b>		<b>Funding remaining - potential for costs to increase when commence works particularly on large elements of investigation of parts roof - Council have full repairing lease with no limitations from any existing schedule of condition.</b>
Relocation/ removals	£	-	£	75,000			Officer estimate
alteration costs - taking out alterations	£	-	£	25,000			Officer estimate
Total one off costs	£	<b>283,265</b>	£	<b>817,265</b>			To be funding over two years
	£	<b>141,632</b>	£	<b>408,632</b>			<b>24/25 and 25/26 - funding required per annum</b>

Vacate at Lease end - Timing of costs		year									
	Capital	Revenue	year					Totals			
			24/25	25/26	26/27	27/28	28/29				
One Off			1	2	3	4	5				
Position against baseline funding	-£	128,368	-£	46,632	-£	95,000	-£	95,000	-£	650,000	
Revenue	£	368,632	£	368,632	£	40,000	£	40,000	£	617,265	
On-going property savings											
allowing for additional storage etc											

Annual cost		Relocation and storage costs following lease end			
archive store, first floor (opportunity costs)		20000	Use part existing Archive store for environmentally sensitive items - opportunity cost		
new warehouse storage- 500m2 @ 45q ft		21500	based on size of existing workshop		
annual building costs		15000	based on existing running costs review		
Annual property cost saving based on 22/23 figures	-£	<b>88,000</b>	Budget saving on property costs based on 22/23 budget - Doesn't include capital/ revenue maintenance work, only responsive/ compliance budget- premises budget		Might be able to reduce due to rates - now zero
<b>Total annual costs savings of leaving</b>		<b>-31500</b>			
<b>Additional costs still to be reviewed</b>					
Revenue costs environmental clean of all collection and equipment in current transport gallery - required for all options					

This page is intentionally left blank

## **CAPITAL BOARD**

### **19 June 2023**

## **COUNTY MUSEUM AT HARTLEBURY CASTLE**

---

### **Recommendation**

- 1. The Strategic Director for People recommends that the Capital Board:**
  - a) Note the report on the potential future options for delivery of the County Museum**
  - b) Note a verbal update on the outcome of discussion from the Joint Museum Committee**
  - c) Provide direction on specific additional information requested for the July Capital Board**

### **Background**

2. Worcestershire County Council holds two 60-year leases for the area making up the County Museum at Hartlebury Castle, both of which end in early 2026. The landlord is Hartlebury Castle Preservation Trust with whom WCC collaborates to open the site to the public as a popular visitor destination.

3. High level reviews have been carried out to consider the property options at lease end, along with a condition survey to manage WCC's repairing obligations. This work has been supported by property consultants and was reported to Corporate Landlord Board on 23/4/23.

4. Over the past few years, the County Museum has significantly increased and evidenced its work supporting health outcomes for local residents. The vision for the next chapter of the County Museum is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners. This business model, further developed with external funding, will increase the museum's contribution to the key WCC priority to increase healthy life expectancy and support positive health outcomes for residents. This, alongside investment in energy efficiency, will enable the revenue costs of the service to reduce.

5. A further report will come to the Capital Board in July, which will include additional information on the preferred option (when decided) regarding property requirements and options, current property and lease end issues, external funding opportunities, and a business plan.

6. Under the Joint Museums Service terms of reference, the Joint Museums Committee consider the operation of an effective museum service and recommend a preferred option to Cabinet. A decision on the options is on the forward plan for Cabinet on 28 September.

7. The Joint Museums Committee report is attached as an appendix and includes further details on a number of risks and the cost of borrowing information.

## Options

8. The options for consideration are laid out below. Property costs are based on metre squared estimates and development costs are estimated for the building size. Further detail regarding these options is included in the appended Joint Museum Committee report.

Option A	Remain at Hartlebury Castle, North wing, admin block and new build Transport Gallery	<p>A redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents.</p> <p>This option meets the funding priorities of the National Lottery Heritage Fund, plus other smaller funders.</p>	<p><b>CAPITAL</b> Property costs £2-3million Museum and energy sustainability development costs £1million</p> <p>Likely external funding at 60-70% of project costs. WCC's contribution could range from £990K - £3million depending on success of application to Heritage Lottery and other external funders.</p> <p><b>REVENUE</b> Long-term reduction in energy costs and increased income</p>
Option B	Relocate to County Hall - within existing building (ground floor pavilion) and part new build	<p>A new County Museum within County Hall, improving the public access to County Hall and the Council's assets. Focused on learning and groups and access to the County's collections.</p> <p>This option does not meet the funding priorities of the National Lottery Heritage Fund but will meet other smaller funder priorities.</p>	<p><b>CAPITAL</b> Property costs £7million Museum development costs £0.7million</p> <p><b>REVENUE</b> Annual lost revenue (pavilion potential tenant) £95k</p>
Option C	New build alongside the Countryside Centre at Worcester Woods	<p>A smaller Worcestershire County Museum at Worcester Woods, together developing as a visitor destination with shared facilities.</p> <p>This option does not meet the funding priorities of the National Lottery Heritage Fund, but will meet other smaller funder priorities.</p>	<p><b>CAPITAL</b> Property costs £5.4mill Museum development costs £0.5million</p> <p><b>REVENUE</b> Potential long-term efficiencies of services working closer together</p>
Option D	Mothball option, close the County Museum and move all of the	Museum closure and loss of all service.	<p><b>REVENUE</b> Year 1 transformation cost £350k</p>

	collection to storage	This option does not meet any external funder priorities.	Annual reduction in revenue £84k; loss of all income
--	-----------------------	-----------------------------------------------------------	------------------------------------------------------

9. A longer list of options was considered at the first review which enabled the development of the short list of options above. These included:

- Relocation elsewhere and new build to support other civic museums or developments in the County – discarded due to cost
- Do-nothing – new lease, same lease area, minor refurb linked with lease end works – discarded due to asbestos issues and works required to existing transport gallery.
- Larger development of new galleries at existing Hartlebury site – discarded due to cost

## Property Key Points

10. Existing Transport Gallery

- a. Currently the Transport gallery and workshop is closed to the public/ staff due to asbestos fibres management.
- b. Work has been carried out to the Activity Rooms to allow continued use of these spaces whilst a longer-term decision is taken. These are used predominately by school parties and provide an income for the site.
- c. To bring the remainder of the spaces back into occupation the same clean of the spaces, sealing or replacement of the existing roof is required. However in addition a specialist environmental clean will be required of all the artefacts and items within the spaces. This includes all the Gypsy caravans and other exhibits in the gallery and all items, tools, equipment, materials etc within the workshop.
- d. Cost for cleaning of the exhibits has not yet been obtained. A management survey is being progressed to provide further information on costs and process.
- e. Feasibility options are being progressed to consider the options available to the Council to bring the collection back into public display.

11. Existing lease obligations - Repairs – Tenant liability

- a. Significant works are required at the Museum in line with the Councils existing repairing obligations under the lease, including the resolution of the Transport Gallery noted above. An allowance has been made in the current years capital programme to carry out some of these works, however additional funding will need to be allocated over the next two years to complete the necessary works.
- b. Costs are based on a recent condition surveys of the sites however formal dilapidation surveys will be prepared by the Landlord and negotiations on works are likely to be required.
- c. Whether the Council takes a new lease or ceases occupation of the County Museum Hartlebury Castle site in 2026, the existing repairing obligations for the site will need to be addressed by the Council. If a new lease is taken it may be possible to negotiate a long period over which to carry out the identified work.

## Supporting Information

- Appendix:  
Joint Museums Committee report 15/6/23 plus anticipated timeline

## Contact Points

### Specific Contact Points for this report

- Philippa Tinsley, Museums Manager

Tel: 01905 25371

Email: [Philippa.tinsley@worcester.gov.uk](mailto:Philippa.tinsley@worcester.gov.uk)

- Christine Cushway, Asset Strategy Review Officer

Tel: 01905 844170

Email: [ccushway@worcestershire.gov.uk](mailto:ccushway@worcestershire.gov.uk)

**Report to: Joint Museums Committee, 15 June 2023**

**Report of: Museums Manager**

---

**Subject: WORCESTERSHIRE COUNTY MUSEUM FUTURE OPTIONS**

**1. Recommendation**

- 1.1 That the committee note the information regarding options for the future of Worcestershire County Museum, and**
- 1.2 The committee recommend to Worcestershire County Council their preferred option for consideration at a meeting of the Cabinet in September**

**2. Background**

- 2.1 The Worcestershire County Museum is a popular destination as part of the wider offer to local residents and tourists at Hartlebury Castle. It brings significant visitor spend into Worcestershire, with associated benefits for local businesses and local employment. For decades, a visit to the museum was an important trip for Worcestershire school children and this tradition continues with a lively formal and informal education programme that supports classroom learning, creativity and an understanding of Worcestershire's history.
- 2.2 As reported to this committee at its last meeting, the museum team have been reviewing the opportunities to further develop the County Museum offer, so that the benefits of a museum visit can be translated into an evidence-based programme that supports the health and wellbeing of local residents through commissioned support, social prescribing and other community programmes.
- 2.3 The Joint Museums Committee has delegated powers to manage the operation of an effective museum service. Significant decisions by either local authority regarding their museums should first be considered by this committee and then, in the case of the County Museum, be reported to Worcestershire County Cabinet including a recommendation from the joint committee.
- 2.4 Worcestershire County Council is also the sole trustee of the Tickenhill Collection, the founding collection of the County Museum now held in charitable trust. The two County Council members of this committee

hold the responsibility to ensure that decisions that impact the Tickenhill Collection are considered appropriately as the charity trustee. The charitable objective is: *The maintenance and administration of the Tickenhill Collection which shall be placed or kept in such one or more public rooms, halls, museums or other places for exhibition in Worcestershire or elsewhere and that it shall be kept open for inspection by the public. Also to lend the said collection or any part thereof for public exhibition or for educational purposes.*

- 2.5 As noted by this committee at their meeting in September 2022, Worcestershire County Council holds two leases for the area making up the County Museum at Hartlebury Castle, both of which end in early 2026. The landlord is Hartlebury Castle Preservation Trust with whom we collaborate to open the site to the public as a visitor destination. These are full repairing leases and the costs of any outstanding obligations will need to be negotiated at lease end. A condition survey has recently been carried out and Worcestershire County Council's property team are working on a programme of works leading up to the lease end, keeping the landlord informed. This is included in the County Council's capital programme.
- 2.6 The County Museum's Transport Gallery, which includes a display of the county's internationally-significant Vardo collection has been closed to staff and the public for several months for essential maintenance, including the assessment and management of the low-risk asbestos present in its building fabric.
- 2.7 The Cider Mill at the County Museum has also been fenced off to prevent close public access in recent years. This property was relocated from another site during the early years of the Council lease. It would require major structural works to make it safely accessible. Alongside a review of its condition, a significance review is underway to assess if the County Museum is the best long-term home for this building. This assessment will be brought back to this committee at a later stage.
- 2.8 The property and museum teams have undertaken a review of options for the County Museum. Two phases of review, both at high level, have been carried out, considering the service in relation to various property options. In addition to the options set out below, the first phase review considered other locations in the county that were in areas of redevelopment or close to other potential heritage partners. Those not included below did not meet the necessary space opportunity criteria or had unrealistic cost levels. These reviews were supported by property consultants.

### **3. Options for Consideration**



3.1 The table below sets out the options reviewed. Property costs are based on metre squared estimates and development costs are estimated for the building size.

Option A	Remain at Hartlebury Castle, North wing, admin block and new build Transport Gallery	<p>A redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents.</p> <p>This option meets the funding priorities of the National Lottery Heritage Fund, plus other smaller funders.</p>	<p>CAPITAL Property costs £2.3million Museum and energy sustainability development costs £1million</p> <p>REVENUE Long-term reduction in energy costs and increased income</p>
Option B	Relocate to County Hall - within existing building (ground floor pavilion) and part new build	<p>A new County Museum within County Hall, improving the public access to County Hall and the Council's assets. Focused on learning and groups and access to the County's collections.</p> <p>This option does not meet the funding priorities of the National Lottery Heritage Fund but will meet other smaller funder priorities.</p>	<p>CAPITAL Property costs £7million Museum development costs £0.7million</p> <p>REVENUE Annual lost revenue (pavilion potential tenant) £95k</p>
Option C	New build alongside the Countryside Centre at Worcester Woods	<p>A smaller Worcestershire County Museum at Worcester Woods, together developing as a visitor destination with shared facilities.</p> <p>This option does not meet the funding priorities of the National Lottery Heritage Fund, but will meet other smaller funder priorities.</p>	<p>CAPITAL Property costs £5.4mill Museum development costs £0.5million</p> <p>REVENUE Potential long-term efficiencies of services working closer together</p>
Option D	See appendix		

3.2 'Do Nothing' or 'status quo' at the current site is not an option. For the County Museum to remain at Hartlebury Castle, in the long term, works are required over and above lease obligations. If the Museum is to remain on site the minimum property work required is a replacement roof for the Transport Gallery, however the building itself remains unfit for purpose for display of the significant collection of Gypsy Vardos. It is proposed therefore under option A that the existing gallery is demolished and a new, fit for purpose, gallery constructed.

- 3.3 Option A will retain a lease position and will require Worcestershire County Council to engage with Hartlebury Castle Preservation Trust for a new leasehold interest on the basis of demolition and rebuild of the existing Transport Gallery. It will seek terms which mitigate the risks associated with remaining at the site as part of consideration of the detailed terms for both the property lease and service management agreements.
- 3.4 For options A-C, the next steps will be for the Council's project team to progress the property proposals to concept design stage. The costs noted in table 3.1 are indicative, additional detailed investigation with quantity surveyor input will be available for the County Cabinet decision.
- 3.5 For all options, the museum team will progress work on a service business plan which would include outcomes, potential long-term income streams, and energy solutions to reduce revenue costs. A proposed portfolio of potential external funding will also be prepared for the recommended option. For option A, an Expression of Interest will be submitted to the National Lottery Heritage Fund this summer.
- 3.6 For options A-C, feasibility will be progressed to consider the options available to the Council make it possible to bring the Gypsy Vardos back into public display in the short term.

## **4 Implications**

- 4.1 Financial and Budgetary Implications  
All options have both a capital and revenue impact. This report aims to set these out at high-level to enable options to be comparable to support the decision making. Further detail on costings will be assessed on the recommended option with support from external consultants to inform the County Cabinet review.
- 4.2 Legal and Governance Implications  
The County Council's legal team have supported the high-level review and will continue to feed into the project working group.
- 4.3 Risk Implications  
A risk analysis of the options has been undertaken at high level. The report appendix includes additional information about the main risks identified, which includes some sensitive commercial information.
- 4.4 Corporate/Policy Implications  
Should the Council choose to progress with an option which would make significant changes to its museum offer, this will be subject to public consultation.
- 4.5 Equality Implications

Equality implications of the different options have been considered as part of the review. There are both benefits and restrictions to wider access to the museum of all the options, with none believed to outweigh other factors. More detailed equality impact assessments will be undertaken at the next stage of work.

4.6 Human Resources Implications

HR will support the next stage of work as required.

4.7 Health and Safety Implications

The property review includes consideration across the option sites for any H&S implications.

4.8 Social, Environmental and Economic Implications

The County Museum contributes to the social and economic health of the county and options A-C would enable those to develop and grow. Option A would also enable investment to reduce the County Museum's environmental impact and ongoing energy costs.

**Ward(s):**

**Contact Officer:**

**All wards**

**Philippa Tinsley, Tel: 01905 25371, Email:**

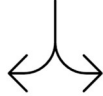
**[Philippa.tinsley@worcester.gov.uk](mailto:Philippa.tinsley@worcester.gov.uk)**

2023
Cabinet decision on museum options, incl outline costs

<i>Yes to redevelopment</i>
Transport Gallery is cleaned of asbestos, and enabled for development. Potentially a temporary Vardo gallery created
Project plan for redevelopment prepared, incl detailed costings
WCC's financial commitment to future of site must be demonstratable to funders

<i>No to redevelopment</i>
Transport Gallery must be demolished, collections moved to store
Full tenant responsibility costs needed by 2026
Additional store leased
Plan collections retention/disposal

2024
Development phase application submitted to Heritage Lottery Fund



Page 122

<i>Development phase bid success</i>
Project plan completed, detailed investigation and design
Additional funding sought
New programming developed
Site access prepared, temporary Vardo gallery created if not earlier
Interim management plan for site put in place with HCPT

<i>Development phase bid fail</i>
Review with NLHF, rework and resubmit



2025
Lease negotiations with HCPT

Repair programme or payments agreed
New lease agreed
Long-term management plan agreed

2026
Delivery phase application submitted to Heritage Lottery Fund
Capital work starts in phases across site
New business model underway
Long-term management plan for site put in place with HCPT

<i>Delivery phase bid fail</i>
Review with NLHF, rework and resubmit
Consider if some work can be started while this is underway



# Project Screening

## Impact Assessment Id: #604

Date printed: 27/09/2023

Date screening completed: 27/09/2023

Requester: Kerry Young

### 1. Your Details

**Name of person completing screening assessment**

Kerry Young

**Job Title**

Project Manager

**Directorate**

Commercial and Change

**Service Area**

Transformation and Commercial

**Email Address**

kyoung@worcestershire.gov.uk

**Connection to project (e.g. project manager)**

Project Manager

### 2. Project Summary

For the purposes of the impact assessment screening, we will refer to the activity or area being assessed as a project.

**Project Name**

County Museum at Hartlebury

**Name of Project Sponsor**

Hannah Perrott

**Name of Project Manager**

Emily Morrall And Kerry Young

**Name of Project Lead**

Philippa Tinsley

**Project Reference (if known)**

PR000192

**Please give a brief description of the project**

The Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity, volunteering and health benefits for local residents.

The vision for the County Museum's future is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners supporting positive health outcomes for local residents.

The museum's current 60-year lease ends in February 2026. High level reviews have been carried out to consider the property options at the end of the lease along with a condition survey to manage Worcestershire County Council's leasehold obligations.

The preferred option is for a redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents. This option would involve negotiation of a new lease with the Landlord, Hartlebury Castle Preservation Trust, demolition of existing and new build Transport Gallery, removal of the existing Cider Mill, refurbishment and improvements to the existing gallery and other spaces; and development of learning and health services.

A decision on the options for the future of the County Museum is on the forward plan for Cabinet for 26 October 2023.

### 3. Data Protection

We need to establish if the proposal involves processing personal data. Personal data is information that relates to an identified or identifiable individual.

**Name of Information Asset Owner**

Hannah Perrott

Senior officer responsible for the project's information assets

**Does the project, any project work stream or project outcome involve any personal data?** Some examples of No personal data are given below.

Appearance:

photograph, physical description

Basic Identifiers:

name, date of birth, age, biometric data, ethnic origin, gender, genetic data, race, sex

Contact Details:

address, email address, home phone number, mobile phone number, postcode

ID Number:

National Insurance Number, driving licence number, NHS number, online identifier, other general identifier

Employment:

work related training/awards

Financial:

income/financial/tax situation

Lifestyle:

health or social care, living habits, marital status, philosophical beliefs, political opinions, religion, sex life, trade union membership

Technology:

login/username, device MAC address (wireless network interface), device IMEI number, IP Address, location data (travel/GDPS/GSM data), website cookies

**As you answered 'No', please explain your reasoning below:**

This project is focused on renewing the lease of Hartlebury Museum that is due to end in February 2026, with preferred option involving refurbishment and building works as well as development of new services. At present, no personal data is within scope for the preferred option. .

### 4. Equality

We need to determine whether the project could affect residents and/or Council staff because they share any of the Protected Characteristics defined in the Equality Act 2010 namely Age, Disability, Gender Reassignment, Marriage/Civil Partnership, Pregnancy, Race, Religion/Belief, Sex and Sexual Orientation.

**Does the project relate to an area where data/research indicates that inequalities are already known to exist?** Yes

**Could this project have any effect on, service delivery or usage, other aspects of daily life or community participation levels for people because they belong to any of the groups below?**

**Age** Yes

e.g. a person belonging to a particular age group (for example 18 – 30-year olds).

**Disability** Yes

e.g. A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender Re-Assignment** Yes

e.g. The process of transitioning from one gender to another.

**Marriage/Civil Partnership Status** Yes

e.g. Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

**Pregnancy/Maternity** No

e.g. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

**Race** Yes

e.g. Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion or Belief** Yes

e.g. Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Sex** Yes

**Sexual Orientation** Yes

e.g. Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

**Health Inequalities** Yes

e.g. Any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies.

## 5. Public Health

We also want to understand if the project will have any impacts on public health.

The social, economic, cultural and physical environment in which people live their lives has a significant effect on their health and wellbeing. Although genetics and personal behaviour play a strong part in determining an individual's health, good health starts where we live, where we work and learn, and where we play.

Improving public health requires taking a broader view of the conditions that create health and wellbeing, from how we plan and develop our urban spaces and places, to the opportunities for employment, recreation, and social connection available to all who live in them.

Health inequalities are the preventable, unfair and unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental and economic conditions within societies, which determine the risk of people getting ill, their ability to prevent sickness, or opportunities to take action and access treatment when ill health occurs.

### Could the project have an impact on any of the following factors?

**Social and Economic**

Yes

e.g. culture, social support (neighbourliness, social networks/isolation), spiritual participation, employment opportunities.

**Physical Health**

Yes

e.g. physical activity is expected to increase, influenza vaccination uptake increase

**Mental Health & Wellbeing**

Yes

e.g. benefits to children's mental health, benefits to adult carer wellbeing.

**Access to Services**

Yes

e.g. access to (location/disabled access/costs) and quality of primary/community/secondary health care, child care, social services, housing/leisure/social security services; public transport, policing, other health relevant public services, non-statutory agencies and services.

## 5. Environmental Sustainability

We want to understand if the project activity and project outcomes will have an impact on environmental sustainability. Please be mindful that the Council has committed to reduce its emissions to net-zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing these screening documents.

### Could this project have an impact on the categories listed below?

**Greenhouse Gas (GHG) Emissions (including CO2)** Yes

e.g. increased GHG emissions as a result of project implementation, which may also be linked with efficient use of resources in WCC buildings; transport; emissions from waste; and procurement.

**Efficient Use of Resources** Yes

e.g. consumption of energy resources, water, electricity, gas and heating fuels.

**Transport** No

e.g. number of people travelling, alternative transport modes.

**Waste** Yes

e.g. increase in waste generated or an increase in waste recycling.

**Wildlife and Biodiversity** Yes

e.g. impacts on the natural environment or enhancements to the natural environment.

N.B. This refers to any direct or indirect modifications to landholdings, including but not limited to removal of vegetation, alteration or demolition of buildings or modification of watercourses or lighting (not limited to just green space/trees).

**Pollution to Land or Water** Yes

e.g. risk of pollution to the local environment.

**Pollution to Air** Yes

e.g. risk of pollution to air, activity which may adversely affect air quality or increase emissions to air

**Resilience to climate change** Yes

e.g. risks of extreme weather and climate impacts on the project.

**Historic Environment** Yes

e.g. impacts on Historic Environment or enhancements of the Historic Environment.

**Procurement** Yes

e.g. could procurement associated with the project result in an increase of natural resources (such as long-distance shipping of goods); could use be made of local resources or work forces to support delivery of the project.

## 7. Results of Screening

Data Protection	Does not need a full impact assessment
Equality and Public Health	Will require a full impact assessment
Environmental Sustainability	Will require a full impact assessment



## Equality and Public Health Full Impact Assessment

### Impact Assessment Id: #604

Date printed: 19/10/2023.  
Date assessment submitted: 19/10/2023.  
Requester: Kerry Young

## 1.0 Screening Information

### Project Name

County Museum at Hartlebury

### Name of Project Sponsor

Hannah Perrott

### Name of Project Manager

Emily Morrall and Kerry Young

### Name of Project Lead

Philippa Tinsley

### Please give a brief description of the project

The Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity, volunteering and health benefits for local residents.

The vision for the County Museum's future is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners supporting positive health outcomes for local residents.

The museum's current 60-year lease ends in February 2026. High level reviews have been carried out to consider the property options at the end of the lease along with a condition survey to manage Worcestershire County Council's leasehold obligations.

The preferred option is for a redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents. This option would involve negotiation of a new lease with the Landlord, Hartlebury Castle Preservation Trust, demolition of existing and new build Transport Gallery, removal of the existing Cider Mill, refurbishment and improvements to the existing gallery and other spaces, and development of learning and health services.

A decision on the options for the future of the County Museum is on the forward plan for Cabinet for 26 October 2023.

### 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. The Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity, volunteering and health benefits for local residents.

The vision for the County Museum's future is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners supporting positive health outcomes for

local residents. The County Museum Future Delivery Model is attached providing detail on the vision for the future and services which can be improved.

The museum's current 60-year lease ends in February 2026. High level reviews have been carried out to consider the property options at the end of the lease along with a condition survey to manage Worcestershire County Council's leasehold obligations.

The preferred option is for a redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents. This option would involve negotiation of a new lease with the Landlord, Hartlebury Castle Preservation Trust, demolition of existing and new build Transport Gallery, removal of the existing Cider Mill, refurbishment and improvements to the existing gallery and other spaces, and development of learning and health services.

A decision on the options for the future of the County Museum is on the forward plan for Cabinet for 26 October 2023. This assessment is completed on the assumption that the preferred option will be approved. Should another option be chosen, this assessment will be revised.

## Upload Business Case or Support documents

[Appendix 1 County Museum Future Delivery Model.docx](#)

### Project Outputs

**Briefly summarise the activities needed to achieve the project outcomes.**

This project involves:

- Negotiate a new lease with the Landlord, Hartlebury Preservation Trust (HCPT)
- Demolition of existing and new build Transport Gallery including resolution of asbestos issue
- Review and potential removal/relocation of existing Cider Mill
- Refurbish and improve the existing gallery and other spaces to be more accessible, to have space and up to date suitable facilities for groups
- Improve energy sustainability

### Project Outcomes

Briefly summarise what the project will achieve.

Community wellbeing is fundamental to the service model of museums.

It is delivered as volunteering and work experience, through displays and facilities, participation in activities and with handling collections, and engaging with other visitors and with the museum team.

Currently, these activities are mostly delivered informally as part of traditional museum programmes like exhibitions, education, and family activities, responding to customer demand and external funding.

The service has undertaken ground-breaking projects that support wellbeing outcomes for participants but, the recording and building on quantitative evidence of impact was a low priority until recently. The outcomes of these programmes are not currently included within of the wider Worcestershire County Council social care programmes.

Formalising a health and wellbeing offer in museums - working with colleagues across social care and partners to deliver set programmes with planned resident health outcomes - will support the Council to improve health outcomes for Worcestershire residents.

Future health-focused programmes for the County Museum are expected to include the following. These have so far been undertaken informally as project work or trial programmes or are under discussion with partners as potentials:

- Wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, e.g., yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners.
- Preventative health care sessions, e.g., strength and balance classes designed to help reduce the incidence of falls amongst older residents.
- Partner venue use (as a hire) such as AgeUK's Dementia Meeting Centre sessions

- Social volunteering opportunities with health outcomes, supported by museum staff.
- Inclusive work placements, supported by museum staff.
- Day care for adults with learning disabilities, run by museum staff alongside partners or agency workers supporting participants. Probably subcommissioned by organisations commissioned to undertake this care.
- Outreach to care homes, using reminiscence resources, led by museum staff.
- Potentially a health therapy tenant as part of the County Museum site offer, run as a commercial letting.

A new lease will be negotiated with the Landlord, Hartlebury Preservation Trust (HCPT)

Refurbishment and improvement of the existing Transport gallery is included in the preferred option. This will create a more efficient and sustainable building, adding more energy efficient solutions. It is also anticipated that there will be a reduction in greenhouse gas emissions from the new, more efficient, and sustainable building.

### **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?**

No

## **1.2 Responsibility**

### **Directorate/Organisation**

People

### **Service Area**

Communities

## **1.3 Specifics**

### **Project Reference (if known)**

PR000192

### **Intended Project Close Date \***

September 2030

## **1.4 Project Part of a Strategic Programme?**

### **Is this project part of a strategic programme?**

No

## **2.0 Organisations Involved**

**Please identify the organisation(s) involved:** Worcestershire County Council

Other - Hartlebury Castle Preservation Trust

### **Details of contributors to this assessment:**

**Name:** Philippa Tinsley

**Job Title:** Museums Manager

**Email Address:** Philippa.tinsley@worcester.gov.uk

### 3.0 Who will be affected by the development and implementation.

Please identify group(s) involved:

- Service User
- Visitors
- Staff
- Communities

### 3.1 Information and evidence reviewed.

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

Over the last 2 years we have done significant visitor surveys which capture demographic information on service users. From this data, we are able to look at the demographics of our customers and understand the potential impact of future plans on these groups. Data captured includes health, gender, and age.

40% of County Museum visitors are over 65 (compared to 28% of Worcs population); 12% consider they are limited a little by disability.

(Compared to 11% of Worcs population); 73% are female (compared to 51% of Worcs population).

Nationally 1/3 still report attending arts and culture less than pre-pandemic, though under 35-year-olds are returning more than others and are more likely to identify as the 'initiators' of social cultural activity with friends and family.

Over 60% say that the cost-of-living is already slashing their ability to attend culture events (more than twice than because of Covid concerns), with even higher numbers expecting this to still be the case in 6-24 months' time.

### 3.2 Summary of engagement or consultation undertaken

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

Have not done a specific consultation around this yet but existing feedback has been collated from service user surveys. A consultation will take place during the next phase of the project (post Cabinet decision). This will also include significant discussions with potential partners.

### 3.3 Summary of relevant findings

**Please summarise your relevant findings. \***

We have run some pilot programmes looking at resident's wellbeing at the site that have formed the planning of the project. Have also worked with potential partners to look at spaces required for future services and the refurbishment and building work necessary to implement these.

Part of the site is currently closed due to management of asbestos. We are monitoring comments and feedback from visitors on how that has impacted their visits to inform the future use of these areas.

## 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 negative impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. There may be some short-term negative impact for

older people and children whilst refurbishment and building works are undertaken, as some areas of the museum may be inaccessible for a period of time. Building and refurbishment works will improve the accessibility of listed buildings. The future service delivery plan will increase the number of programmes working with older people, with a focus on loneliness and isolation as well as people living with dementia. We will also continue and improve / increase specific activities for under 5's and under 18's on site.

## **Disability**

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. There may be some short-term negative impact for disabled people, whilst refurbishment and building works are undertaken, as some areas of the museum may be inaccessible for a period of time. Building and refurbishment works will improve the physical access to listed heritage buildings. Future health-focused programmes for the County Museum are expected to include the following. These have so far been undertaken informally as project work or trial programmes or are under discussion with partners as potentials:

- Wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, e.g., yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners.
- Preventative health care sessions, e.g., strength and balance classes designed to help reduce the incidence of falls amongst older residents.
- Partner venue use (as a hire) such as AgeUK's Dementia Meeting Centre sessions
- Social volunteering opportunities with health outcomes, supported by museum staff.
- Day care for adults with learning disabilities, run by museum staff alongside partners or agency workers supporting participants. Probably subcommissioned by organisations commissioned to undertake this care.
- Outreach to care homes, using reminiscence resources, led by museum staff.

## **Gender reassignment**

Potential neutral impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. Previous groups have been run at other museum sites to support young people exploring or understanding their gender identity and their parents and carers. The proposed future model provides the opportunity to increase this work with the same or improved facilities available in future.

## **Marriage and civil partnerships**

Potential neutral impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. The site is registered for marriages and civil partnerships, which are organised through partners on site rather than the WCC led service. This includes activities such as photography within the museum area grounds. The proposed future model provides the opportunity to continue this service with the same or improved facilities available in future.

## **Pregnancy and maternity**

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. There may be some short-term negative impact for people who are pregnant or on maternity leave whilst refurbishment and building works are undertaken, as some areas of the museum may be inaccessible for a period of time, or difficult to access with a pushchair. All newly refurbished and newly built areas would be fully accessible. There is a potential for future events and classes for pregnancy at the museum, such as pregnancy yoga.

## **Race including travelling communities.**

Potential positive impact selected. Potential negative impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the facilities with members with protected race characteristics, or those who have English as a second language, the impact will be neutral as the same or improved facilities will be available in future. The museum currently displays the largest collection of Gypsy caravans in the world. This connection enables the service to work with Gypsy Roma Traveller communities on several programmes.

The future redevelopment of the site will create more space and therefore provide a more suitable location to display the Gypsy Caravan collection and increase space available to provide services for Gypsy Roma Traveller communities. Examples of services previously on offer include oral history collection, work with home education children from Gypsy Roma Traveller communities, work with Worcester University to support better health outcomes for Gypsy Roma Traveller women. The preferred option for the site offers the opportunity to build connections with more community groups as there will be more space available.

## **Religion and belief**

Potential neutral impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. The impact will be neutral as the same meeting room capacity and facilities will be available in future for example, the museum currently provides Easter and Christmas specific activities. With more space available, there may also be further opportunity to engage more effectively across communities and invite other groups for events based on religious beliefs.

## **Sex**

Potential neutral impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. Our demographic information from customer surveys demonstrates that there are generally more female visitors to the museum than male. There is therefore the potential that closures during refurbishment works would affect more women than men. However, the works would open up areas which are currently closed and provide the opportunity to offer services to more groups.

## **Sexual orientation**

Potential neutral impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. The impact will be neutral as the same meeting room capacity and facilities will be available in the new space should the move go ahead. City museums currently hold pride events on an annual basis, there could be an opportunity for county museum to hold pride events in the future with improved facilities.

# **5 Characteristics – Public Health**

## **Other vulnerable and disadvantaged groups**

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the current facilities with members from vulnerable or disadvantaged groups, the impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model such as day care for adults with learning disabilities, run by museum staff alongside partners or agency workers supporting participants. Probably subcommissioned by organisations commissioned to undertake this care. Outreach to care homes, using reminiscence resources, led by museum staff which may benefit groups by enabling them to access more services from site. Discussions have started about potential partnership programmes and, in the case of AgeUK, led to the introduction of Dementia Meeting Centre sessions at the County Museum.

## Health inequalities

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the current facilities with members who are experiencing health inequalities, the impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model through the aims to align with health priorities and address the increasing demand for healthy living services, the museum aims to enhance the health of Worcestershire residents, contribute to a reduction to the burden of healthcare costs, and create a sustainable revenue stream for its service.

Through a well-structured approach and careful management, the museum can become a pivotal contributor to support residents to Be Well in Worcestershire, the vision of the Council's Health & Wellbeing Strategy which may benefit groups by enabling them to access more services from site.

## Social and economic

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the current facilities for groups affected by social or economic factors, the impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model social volunteering opportunities with health outcomes, supported by museum staff which may benefit groups by enabling.

them to access more services from site. We are also looking at building a programme to focus on volunteer skills assessment and improve employability. Museums had an economic impact of £2million in 2022 based on secondary spend of visitors to the county with Worcestershire businesses.

## Physical health

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the current facilities for groups supporting physical health, the impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model such as wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, e.g. yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners. Preventative health care sessions, e.g., strength and balance classes designed to help reduce the incidence of falls amongst older residents which may benefit groups by enabling them to access more services from site.

## Mental health and wellbeing

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. If there are any groups which use the current facilities for groups supporting mental health and wellbeing, the impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model such as wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, e.g. yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners. Potentially a health therapy tenant as part of the County Museum site offer, run as a commercial letting which may benefit groups by enabling them to access more services from site.

## Access to services

Potential positive impact selected.

Explanation of your reasoning:

Museums are welcoming spaces, open to all, providing a safe and inclusive environment. This is a core part of museum service delivery and would be an essential requirement in any refurbishment or new development. The impact will be positive as the same or improved facilities will be available in future. There may also be a positive impact with an increase in services available as part of the planned future delivery model as outlined in the attached document.

It is noted that the location of the museum at Hartlebury is in a "cold spot" for community services, with no libraries or communities' centres nearby. The future developments could look to increase services on site for a range of communities benefiting Worcestershire County Council Community Services as well as Wychavon District.

## 6 Actions to mitigate potential negative impacts.

You have confirmed that there are no negative impacts for equality protected characteristics and public health characteristics.

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

The EPHIA will be reviewed at key milestone gateways in the wider implementation plan. Example milestones include confirmation of funding and timeline for ongoing works, signing of new lease agreement (exact dates TBC).

## 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

19/10/2023 15:49:30

### Screening Submitted Date Time

27/09/2023 15:24:40

### Last Reopened Date Time

19/10/2023 14:51:26

### Full Impact Submitted Date Time

19/10/2023 14:46:59



Approved/Rejected Date Time

19/10/2023 15:49:30

## Current User Dashboard Request Status

Complete

## 9.0 People with access to the original screening

Emily Morrall (EMorrall@worcestershire.gov.uk)

Kerry Young (kyoung@worcestershire.gov.uk)

## 9.1 People with access to this equality and public health assessment

Emily Morrall (EMorrall@worcestershire.gov.uk)

Kerry Young (kyoung@worcestershire.gov.uk)

Maddy Cameron (MCameron@worcestershire.gov.uk)

## 10 Direct Questions

### Question:

Hello, please can you add information here (due to system) relevant to section 6. for risks and mitigating negative impacts, as well as the timeframe, please? Thanks in advance. Maddy

Asked by Maddy Cameron (MCameron@worcestershire.gov.uk) at 19/10/2023 14:51:16

Emily Morrall (EMorrall@worcestershire.gov.uk), Kerry Young (kyoung@worcestershire.gov.uk), and Maddy Cameron (MCameron@worcestershire.gov.uk) have been asked this question.

### Response:

Hi Maddy,

As requested, please find information relating to risks and mitigating negative impacts below.

### Risk Identified:

There is a risk that there will be a short-term reduction in services available whilst construction and refurbishment work is underway.

### Actions required to reduce/eliminate negative impact:

Assessment of the impact on services can be made during planning stages for building works, and mitigations can be provided.

### Who will lead the action:

Museums Service and Project Support

### Timeframe:

To be determined following Cabinet decision

### How will you monitor these actions:

These will be monitored at the weekly project group meetings.

Many thanks

Kerry

Kerry Young (kyoung@worcestershire.gov.uk) at 19/10/2023 14:57:08

This page is intentionally left blank

## Environmental Sustainability Full Impact Assessment

### Impact Assessment Id: #604

Date Printed: 16/10/2023  
Date Assessment submitted: 16/10/2023  
Requester: Kerry Young

## 1.0 Screening Information

### **Project Name**

County Museum at Hartlebury

### **Name of Project Sponsor**

Hannah Perrott

### **Name of Project Manager**

Emily Morrall And Kerry Young

### **Name of Project Lead**

Philippa Tinsley

### **Please give a brief description of the project**

The Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity, volunteering and health benefits for local residents.

The vision for the County Museum's future is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners supporting positive health outcomes for local residents.

The museum's current 60-year lease ends in February 2026. High level reviews have been carried out to consider the property options at the end of the lease along with a condition survey to manage Worcestershire County Council's leasehold obligations.

The preferred option is for a redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents. This option would involve negotiation of a new lease with the Landlord, Hartlebury Castle Preservation Trust, demolition of existing and new build Transport Gallery, removal of the existing Cider Mill, refurbishment and improvements to the existing gallery and other spaces; and development of learning and health services.

A decision on the options for the future of the County Museum is on the forward plan for Cabinet for 26 October 2023.

### **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. The Worcestershire County Museum is a popular destination bringing local residents and tourists to Hartlebury Castle. It brings significant visitor spend into Worcestershire, as well as supporting learning, creativity, volunteering and health benefits for local residents.

The vision for the County Museum's future is for space and programmes of work that attract earned income, grant funding and commissioning from primary care networks and WCC-commissioned partners supporting positive health outcomes for local residents. The County Museum Future Delivery Model is attached providing detail on the vision for the future and services which can be improved.

The museum's current 60-year lease ends in February 2026. High level reviews have been carried out to consider the property options at the end of the lease along with a condition survey to manage Worcestershire County Council's leasehold obligations.

The preferred option is for a redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents. This option would involve negotiation of a new lease with the Landlord, Hartlebury Castle Preservation Trust, demolition of existing and new build Transport Gallery, removal of the existing Cider Mill, refurbishment and improvements to the existing gallery and other spaces; and development of learning and health services.

A decision on the options for the future of the County Museum is on the forward plan for Cabinet for 26 October 2023. This assessment is completed on the assumption that the preferred option will be approved. Should another option be chosen, this assessment will be revised.

## **Upload Business Case or Support documents**

[Appendix 1 County Museum Future Delivery Model.docx](#)

### **Project Outputs**

Briefly summarise the activities needed to achieve the project outcomes. This project involves:

Negotiate a new lease with the Landlord, Hartlebury Preservation Trust (HCPT)

Demolition of existing and new build Transport Gallery

Review and potential removal/relocation of existing Cider Mill

Refurbish and improve the existing gallery and other spaces to be more accessible, to have space and up to date suitable facilities for groups.

Improve energy sustainability.

### **Project Outcomes**

Briefly summarise what the project will achieve.

Community wellbeing is fundamental to the service model of museums.

It is delivered as volunteering and work experience, through displays and facilities, participation in activities and with handling collections, and engaging with other visitors and with the museum team.

Currently, these activities are mostly delivered informally as part of traditional museum programmes like exhibitions, education and family activities, responding to customer demand and external funding.

The service has undertaken ground-breaking projects that support wellbeing outcomes for participants but, the recording and building on quantitative evidence of impact was a low priority until recently. The outcomes of these programmes are not currently included within of the wider Worcestershire County Council social care programmes.

Formalising a health and wellbeing offer in museums - working with colleagues across social care and partners to deliver set programmes with planned resident health outcomes - will support the Council to improve health outcomes for Worcestershire residents.

Future health-focused programmes for the County Museum are expected to include the following. These have so far been undertaken informally as project work or trial programmes or are under discussion with partners as potentials:

- Wellbeing sessions for the general public which can be booked into directly or via social prescribing focusing on gentle exercise and mental health, eg yoga, tai chi, art, craft, walk and talk, run by museum staff and by specialist practitioners

- Preventative health care sessions, eg strength and balance classes designed to help reduce the incidence of falls amongst older residents
- Partner venue use (as a hire) such as AgeUK's Dementia Meeting Centre sessions
- Social volunteering opportunities with health outcomes, supported by museum staff
- Inclusive work placements, supported by museum staff
- Day care for adults with learning disabilities, run by museum staff alongside partners or agency workers supporting participants. Probably subcommissioned by organisations commissioned to undertake this care.
- Outreach to care homes, using reminiscence resources, led by museum staff
- Potentially a health therapy tenant as part of the County Museum site offer, run as a commercial letting

A new lease will be negotiated with the Landlord, Hartlebury Preservation Trust (HCPT)  
 Refurbishment and improvement of the existing Transport gallery is included in the preferred option. This will create a more efficient and sustainable building, adding more energy efficient solutions. It is also anticipated that there will be a reduction in green house gas emissions from the new, more efficient and sustainable building.

**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?

No

## 1.2 Responsibility

**Directorate/Organisation**

People

**Service Area**

Communities

## 1.3 Specifics

**Project Reference (if known)**

PR000192

**Intended Project Close Date \***

September 2030

## 1.4 Project Part of a Strategic Programme

Is this project part of a strategic programme?

No

## 2 Greenhouse Gas Emissions

**Could the project result in an increase in GHG emissions (including CO2)?** Yes

Please be mindful that the Council has committed to reduce its GHG emissions to zero by 2050 and most projects are likely to have an impact on this target. This should be a key consideration in your project delivery and should be reviewed when completing the assessment.

**Please explain your answer below:**

The works to deliver the project would possibly create additional emissions, increased usage of fuel and raw materials as a part of the construction works. More detail on the possible impact and mitigations will be known at the design stage, post Cabinet decision. The final product will result in a more efficient building and therefore any impacts will be short term.

**Have you undertaken an assessment of the project to know if there will likely be an increase in GHG emissions?** No

**Please explain your answer below:**

Not recorded

### 3 Resources

**Will the project result in increased consumption of electricity, gas or other heating fuels?**

Yes

e.g. project may require use of additional buildings, lighting and heating in buildings, additional ICT equipment, etc.

**Please explain your answer below:**

The construction works to deliver the project would potentially result in short term increased consumption of electricity, gas and other fuels. More detail on the possible impact and mitigations will be known at the design stage, post Cabinet decision. The long term aim is to create a better insulated and more building and therefore any impacts will be short term.

**Will the project reduce energy needs and result in reduced consumption?** Yes

e.g. disposal of WCC property assets

**Will the project require additional water resources leading to an increase in water consumption?** No

e.g. increased use of water through construction processes

**Might there be a decrease in water consumption?** No

e.g. will the project involve water saving measures or initiatives

**Will the project result in the use of other resources, materials or minerals?** Yes

e.g. use of natural resources such as wood; or use of aggregate minerals?

**Please explain your answer below:**

The project will involve refurbishment and construction of a new transport gallery. Sustainable design guidance and principals will form part of the specification to minimise the impact of additional resources.

### 4 Transport

**Will the project result in more people needing to travel?** Yes

e.g. will there be additional cars on the road

**Please explain your answer below:**

As part of the project there is a health and wellbeing offer being discussed with colleagues across social care and partners to deliver set programmes with planned resident health outcomes. These future health-focused programmes for the County Museum are listed within the attached Future Delivery Model paper. The vision for these additional services will help to improve this visitor attraction at the museum which will hopefully lead to more site visits, therefore potentially increasing travel to and from the site.

**Have alternative transport modes been considered?** Yes

e.g. could use be made of public transport/walking/cycling etc.

**Please explain your answer below:**

Hartlebury is a rural village which has a number of accessible public transport methods available including a train station close by and

bus routes available within Hartlebury for those visitors who need to use public transport. As part of the project, information on alternative transport methods could be promoted alongside the promotion of increased services from the site. This will be considered as the project progresses.

### 5 Waste

**Is there likely to be an increase in waste as a result of the project?** Yes

e.g. construction waste, packaging waste etc.

**Please explain your answer below:**

There shouldn't be any additional waste from the new and existing buildings once completed but construction waste will be a factor during the refurbishment works.

**Have opportunities to prevent, minimise, reuse or recycle waste been identified and considered? Yes**

e.g. will recycling facilities be available as part of the project

**Please explain your answer below:**

Throughout the project we will be following the sustainable design guidance and principals as outlined in the emerging WCC Sustainable Design Guide, due for sign off at Cabinet in November 2023. As per this guide, prevention, minimisation, reuse or recycling of waste will be completed wherever possible. When procuring contractors to deliver the works, we will stipulate that recycling and reuse of materials should be prioritised wherever possible and that effective site management should be in place to ensure this happens.

**Will there be any negative impacts on the natural environment? Yes**

e.g. will the project involve removal of green space/trees; have wildlife surveys been considered; result in enhancements to green infrastructure; increased biodiversity opportunities etc.?

**Please explain your answer below:**

We are currently carrying out wildlife surveys, including bat surveys on the site. These surveys are being carried out by WCC's Ecology Team and external consultants in support of the building design and protection of these species. Further review and implementation of any required measures will be revisited should any potential impact on protected or indicator species be identified through these surveys.

Within the councils lease hold area there is very little external green space, however through this project we will seek to make improvements where possible.

**Has a preliminary ecological appraisal been undertaken? Yes**

**Please explain your answer below:**

A preliminary ecological appraisal has been undertaken which has resulted in the detailed surveys noted above.

**Has there been consideration of statutory assessments? Yes**

e.g. Sustainability Appraisals, Strategic Environmental Assessments and Habitat Regulations Assessment Screening? N.B. This is a matter of legal compliance - All plans and projects (including planning applications) which are not directly connected with, or necessary for, the conservation management of a habitat site, require consideration of whether the plan or project is likely to have significant effects on that site. This consideration – typically referred to as the 'Habitats Regulations Assessment screening' – should take into account the potential effects both of the plan/project itself and in combination with other plans or projects.

**Please explain your answer below:**

These are ongoing as noted above and habitation surveys are required for necessary licenses linked with the proposed works. Sustainability appraisals will form part of the detailed design work.

## **7 Pollution to land/air/water**

**Is there a risk of pollution to the local environment? No**

e.g.

- will there be surface water run-off or discharge into local water source?
- Will there be any impact on local water quality?
- Will any waste water require treatment?
- Is there the potential for spillage of chemicals?
- Is there the potential for emissions to air from combustion processes resulting in poor air quality?

## **8 Resilience to climate risks**

**Could climate risks affect your project? Yes**

N.B. some projects may be more sensitive to future changes in the climate e.g. hotter and drier summers; milder and wetter winters; increased likelihood of extreme weather events. These climate risks may affect project delivery and should be considered at the early stages of project development.

**Please explain your answer below:**

The new transport gallery property will be designed to be resilient to climate risks in line with sustainable design guidance and principals and town planning legislation. As part of the project we will also require contractors who will be procured to carry out the work to identify how they would reduce the impact of extreme weather on project delivery, for example look at alternative working schedules i.e. early mornings if there is an increase in temperature.

**Has the impact of extreme weather events on the project been considered? Yes**

e.g. heat waves and flooding.

**Please explain your answer below:**

In the feasibility we are following the sustainable design guidance and principals. As part of the project we will also require contractors who will be procured to carry out the work to identify how they would reduce the impact of extreme weather on project delivery, for example look at alternative working schedules i.e. early mornings if there is an increase in temperature.

**Is there a business/project continuity plan in place to ensure climate risks are minimised? No**

No

e.g. can you ensure that the project is resilient to climate risks and can continue to deliver on outcomes.

**Could the project exacerbate climate risks? No**

e.g. increase flood risk or worsen temperature extremes in the locality.

**Will the project result in the use of other resources, materials or minerals? Yes**

e.g. use of natural resources such as wood; or use of aggregate minerals?

Please explain your answer below:

The project will involve refurbishment and construction of a new transport gallery. Sustainable design guidance and principals will form part of the specification to minimise the impact of additional resources.

## **9 Historic Environment**

**Have you checked with the WCC Historic Environment team as to whether there are any impacts on the Historic Environment (negative or positive)? No**

Check every development with the Historic Environment Team at the planning stage of each project. Further assessment may be required depending on the nature and scale of development. There may also be design options that would negate any need for further assessment (and lessen costs), or even opportunities to enhance heritage assets or their setting through the development.

**Does the development have the potential to result in any impacts to the historic environment or opportunities for enhancement? Yes**

If yes, then further assessment will be required. This could take the form of a watching brief during groundworks if the potential is clearly understood and relatively low, or a more comprehensive desk-based and/or field investigation prior to development.

**Please explain your answer below:**

The proposal is to remove a negative building with the curtilage of the listed building and within the design of the new build full consultation and design will take into account its location adjacent to grade 1 and 2 listed buildings. This will result in enhancement of the overall site.

Consultation has been carried out and report prepared 'Archaeological desk-based assessment at The County Museum Hartlebury' carried out by Worcestershire Archaeology dated May 2023. This is the first stage of reports and further investigations will be required as part of the planning and design process if the project progresses which will be fed back in at the appropriate time.

## **10 Procurement**

**Could any procurement associated with the project have a detrimental environmental impact? Yes**



e.g. procurement of goods from overseas that have to be shipped; use of unsustainable materials or materials that cannot be recycled at the end of their use?

**Please explain your answer below:**

The design and procurement will follow our sustainable design guidance and principals which require assessment of the environmental impact of products and processes and reduce as far as possible. As part of the project we will specify where possible use of local materials to reduce mileage for getting the materials to site and use of recycled aggregate as part of the building work.

**Is there likely to be increased Greenhouse Gas emissions from products purchased for the project? Yes**

e.g. carbon emissions from transport and manufacturing

**Please explain your answer below:**

The design and procurement will follow our sustainable design guidance and principals which require assessment of the environmental impact of products and processes and reduce as far as possible.

**Will you be able to make use of sustainable products? Yes**

e.g. recycled, local, ethical etc.

**Please explain your answer below:**

The design and procurement will follow our sustainable design guidance and principals which require assessment of the environmental impact of products and reduce as far as possible.

**Have you considered the Public Services (Social Value) Act 2012? Yes**

All major contracts let by the Council (those of more than £100,000 in total value) will be expected to deliver a meaningful contribution to our vision of Social Value in the county. The Act requires us to consider how the services we commission and procure might improve the economic, social and environmental well-being of the local area.

– please see: [Social Value](#)

**Please explain your answer below:**

We will need to deal with this in the next steps as part of the project if approved.

## 11 Declaration

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

I have confirmed that I will make sure that Environmental Sustainability has been and continues to be considered throughout the project life cycle and should circumstances change in the project a further Environmental Sustainability Assessment Screening will be carried out.

## 12 Application Details

**Last Updated Date Time**

16/10/2023 13:13:21

**Screening Submitted Date Time**

27/09/2023 15:24:40

**Last Reopened Date Time**

16/10/2023 10:47:09

**Full Impact Submitted Date Time**

16/10/2023 09:08:45

**Approved/Rejected Date Time**

16/10/2023 13:13:21

**Current User Dashboard Request Status**

Complete

## 13.0 People with access to the original screening

Emily Morrall (EMorrall@worcestershire.gov.uk)

Kerry Young (kyoung@worcestershire.gov.uk)

## 13.1 People with access to this environmental sustainability assessment

Emily Morrall (EMorrall@worcestershire.gov.uk)

Kerry Young (kyoung@worcestershire.gov.uk)

## 14 Direct Questions

### Question:

Hi Kerry & Emily

- 1) As discussed, please ensure the EIA is revisited once:  
Wildlife surveys, including bat surveys have been received from ecology team.
- 2) Archaeology report once received and check this with Historic Environment Team

With thanks Anna

Asked by Anna Wardell-Hill (AWardellhill@worcestershire.gov.uk) at 16/10/2023 10:55:01

Emily Morrall (EMorrall@worcestershire.gov.uk), and Kerry Young (kyoung@worcestershire.gov.uk) have been asked this question.

### Response:

Thanks Anna, feedback noted, assessment updated and resubmitted.

Many thanks

Emily

Emily Morrall (EMorrall@worcestershire.gov.uk) at 16/10/2023 11:24:55