

Equality impact assessment form

Directorate	People Services & DCHS Ops
Service area	Adult Social Care & Integrated Community Service (ICS) Division
Proposal	Integrate reablement, rapid response and hospital discharges service for the City of Derby, currently delivered by Derby City Council and Derbyshire Community Health Services to create one joined up team called Team Up.
Reason for proposal	The proposal is designed to develop the community health and social care offer for the Derby City Place to improve the quality, co-ordination and accessibility of health and care with an emphasis on enablement and prevention of escalating needs. By becoming a unified team, we increase our ability to respond flexibly when there are increases in demands for health and care services.
Sign off (Director/Head of Service)	Kirsty McMillan, Director – NHS Integration & Prevention & Dominic Fackler, Head of Service
Date of assessment	10/07/2023 and finalised 20/11/2023

The form

You need to attach the completed form to any report to help councillors and colleagues make their decisions by taking equality implications into account.

The assessment team or name of individual completing this form

Team leader's name and job title – Zoe Bird, Project Support Officer

Other team members if appropriate

Name	Job title	Organisation	Area of expertise
Ismaa Ramzan	Head of Inclusion and Belonging	Derbyshire Community Health Services	Inclusion
Sue Bliss	Team Manager	Derby City Council	Operational service delivery
Rebecca Spray	Integrated Community Manager	Derbyshire Community Health Services	Operational service delivery
Ann Webster	Lead on Equality and Diversity	Derby City Council	Equality & Diversity

Step 1- setting the scene

Make sure you have clear aims and objectives on what you are impact assessing – this way you keep to the purpose of the assessment and are less likely to get side- tracked.

<p>1. What are the main aims, objectives and purpose of the decision you want to make?</p>	<p>Aim:</p> <p>The aim of this decision is to have a single unified service that delivers all reablement, urgent community response and discharge support within Derby City to improve the quality, co-ordination and accessibility of health and care with an emphasis on enablement and prevention of escalating needs.</p> <p>Objective:</p> <p>In creating one unified team we increase our ability to respond flexibly when there are increases in demands for health and care services with these objectives achieved: -</p> <ul style="list-style-type: none">➤ more people benefit from re-enablement to help manage increasing or escalating needs, referred from a wide range of partners.➤ discharges from Royal Derby Hospital made within the agreed timescale to ensure there are no delays adversely affecting patients/customers.➤ broader integration and service resilience within Occupational Therapy improving capacity and therefore helping to reduce current waiting lists.➤ Increasing capacity for Discharge 2 Assess pathway discharges provided by Community First, rather than being commissioned from private care providers. <p>Purpose:</p> <p>Both organisations have been committed to promoting integration for several years; more recently this has been driven by operational imperatives and the development of Team Up as a way of working at Place level to benefit our citizens. Having a national driver for integration has merely enhanced our evolutionary and “bottom-up” approach.</p> <p>The proposal for further integration between DCHS and DCC is designed to develop the community health and social care offer for the Derby City Place to improve the quality, co-ordination and accessibility of health and care with an emphasis on enablement and prevention of escalating needs. It forms part of the Team Up developments that are happening across the ICS and builds on the established close working arrangements that have been in place for several years.</p> <p>Team Up is Derby and Derbyshire’s programme that aims to create one team across health and social care who see all vulnerable residents (including those living with frailty) in a neighbourhood. Team Up aims to join up and integrate the delivery of care to provide anticipatory (also known as ‘proactive’), planned and urgent care. This team is not planned to be a physical new team or ‘add on’ service – it is a teaming up of existing</p>
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	<p>services – with general practice, community, mental healthcare, adult social care, and the voluntary and community sector all working together.</p> <p>The proposed further integration of the discharge and urgent response pathways for the Derby City Place will build on the existing Team Up model of integrated working which already includes key partners in Primary Care. It is proposed that the Derby City Place Partnership becomes the main reference group for the development of this integrated delivery model to align the work to meet the system priorities for Derby, but also to maximise the benefits for individual citizens by harnessing wider partners' contributions and opportunities.</p>
2. Why do you need to make this decision?	<p>DCHS and Derby City Council have limited capacity to provide discharge support or help people stay at home in an urgent crisis (this covers approximately 80 people a week, but we estimate there are is an additional 20% more people we cannot reach). This means that not everyone currently can access reablement or urgent support when they need it, and this is causing some people to be delayed from leaving hospital or having to wait at home for an assessment of their needs for longer.</p> <p>Some people need to access private care providers for short term home care and short-term residential care without having received any reablement or rehabilitation first. This intervention may have been able to increase or maintain their independence and improve their opportunity to remain at home for longer.</p> <p>Nationally, integrating the planning and delivery of care for local people between health and social care is at the heart of current policy agenda. Integration at all levels is front and centre in both the Health and Social Care Bill and Social Care Reform White Papers. The new Integrated Care System in Derbyshire is required to deliver an Integrated Care Strategy setting out how its vision for integration will be delivered and this must be co-produced with all system partners during 2023. It is within this strategic context that the proposals for further integration between Derby City Council and Derbyshire Community Health Services are now firmly positioned.</p>
3. Who delivers/will deliver the changed service/policy including any consultation on it and any outside organisations who deliver under procurement arrangements?	<p>The service will continue to be operational delivered by Sue Bliss and Rebecca Spray and their teams under Head of Service Dominic Fackler. Kirsty McMillan in her role as Director - NHS Integration & Prevention will lead the project together with colleagues from across Derby City Council and Derbyshire Community Health Services.</p>
4. Who are the main customers, users, partners, colleagues or groups affected by this decision?	<p>The proposal would affect anyone in Derby who may have an urgent need for health or social care, or who need support after being admitted to Royal Derby Hospital.</p> <p>These are most likely to be older or vulnerable adults living with long term health conditions, or whom have had an urgent medical episode or breakdown in their normal caring arrangements.</p> <p>The proposal will also affect employees currently working in the Home First, Hospital to Home and potentially Occupational Therapy teams within Derby City Council which currently employs 186 people, and a further 124</p>

	<p>staff from Derbyshire Community Health Services Rapid Response Team although vacancies exist so this number will rise.</p> <p>Customers who access those services have also been considered within the scope of this EIA although the proposals should enhance the service delivery, and access to services are expected to remain unchanged.</p>
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Step 2 – collecting information and assessing impact

<p>5. Who have you consulted and engaged with so far about this change, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.</p>	<p>We have spoken to Derby City Council Cabinet and Leadership Team, the Trust Board of Directors within DCHS as the key decision makers as well as DCC and DCHS colleagues who may be affected by this change.</p> <p>We have also spoken to the City Place Board and Primary Health Care Derby who represent local GPs.</p> <p>We have also spoken with colleagues working on hospital Discharge within Royal Derby hospital.</p> <p>Staff affected by the proposals have also had opportunities to be informed and give their views on the proposals, although this has been informally, rather than any formal consultation to date. We advised them of the proposal, the timeframes involved and next steps.</p> <p>The first draft of the EIA has been issued to:</p> <ul style="list-style-type: none"> • Access, Equality and Inclusion Hub (DCC) • Deaf and hearing impaired people's commitment group (DCC) • Race Equality Hub (DCC) • Sixty Plus Forum (DCC) • LGBTQ+ and Allies Employee Network (DCC) • Black, Asian and Minority Ethnic Employee Support Network (DCC) • Disabled Employee Network (DCC)
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	<p>DCHs have also shared the draft with their equivalent networks.</p> <p>Due to Storm Babet in October, the planned equalities impact assessment panel was not able to proceed as scheduled.</p>
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6. Using the skills and knowledge in your assessment team or what you know yourself, and from any consultation you have done, what do you already know about the equality impact of the proposed change on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each protected characteristic group whether this is a negative or a positive impact. Only fill in the mitigation box if you think the decision will have a negative impact and then you'll need to explain how you are going to lessen the impact.

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
Age – older and younger people	<p>The current service offer supports and enables customers of all age groups from 18 years old and over to remain independent and living at home. This benefits both customers and carers and has a positive impact on people's lives.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from re-enablement to help manage increasing or escalating needs for all groups.</p> <p>We have a 60+ Forum to help us with older people's equality advise and EIA's.</p>	<p>DCC: In delivering the services, all colleagues must adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>DCHS: In addition to the 5 established networks, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.			
Disability – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties, people living with autism and people with physical impairments	<p>We have the facility to use SMS text and BSL signing Service or Relay UK for Deaf and hard of hearing customers.</p> <p>We also arrange face to face BSL interpreters for any customers requiring it.</p> <p>Accessible leaflets are available on request. We also provide holistic assessment and all equipment provided is assessed based on the customers need.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p> <p>In addition to the above, colleagues have also</p>	<p>DCC: Any reasonable adjustments in place for colleagues will remain in place and if required will be reviewed to ensure continued effectiveness.</p> <p>There is also a Disabled Employees Network that offer help, advice and support in a friendly and safe environment.</p> <p>DCHS: In addition to the Long-Term Conditions Network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
	<p>undertaken comprehensive training to support the needs of our customers including dementia, autism and stroke awareness.</p> <p>The combined team would include occupational therapists to ensure integrated tailored support for our customers.</p> <p>We have an Access Equality and Inclusion Hub to advise us on disability equality issues and help with EIAs'.</p>				
Gender identity- trans and those people who don't identify with a particular gender, for example, non-binary, genderfluid, genderqueer, polygender and those who are questioning their gender or non-gendered identity.	<p>Each customer has an assessment before the service commences which gives us an opportunity to gather information about them. We have the facility to record information that we need to know about our customers, so we can respect the customer's gender identity.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p>	<p>DCC: In delivering the services all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>We also have an LGBTQ+ and Allies Employee Network</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
	We have signed up to Derbyshire LGBT+'s Rainbow Accreditation Scheme to track and improve our progress on LGBTQ+ equality issues in services and employment.	<p>that offer help, advice and support in a friendly and safe environment.</p> <p>DCHS: In addition to the LGBTQ network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p>			
Marriage and Civil Partnership	<p>Each customer has an assessment before the service commences which gives us an opportunity to gather information about them. We have the facility to record information that we need to know about our customers, so we can respect the customer's diversity.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p>	<p>DCC: In delivering the services all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		<p>DCHS: In addition to the LGBTQ network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p>			
Pregnancy and maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	<p>Pregnant customers can also access our services through the existing/normal channels and are treated in accordance with their needs.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p>	<p>DCC: In delivering the services, all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>DCHS: In addition to the LGBTQ network, colleagues can speak to Freedom to</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		<p>Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p> <p>Both: Any pregnant colleagues affected by this change will remain on their current terms and conditions with their continuity of service protected so there is no impact as a result of these changes. Colleagues will also continue to have risk assessments completed in line with normal processes and procedures to ensure their health and safety at work is supported whilst undertaking their duties.</p>			
Race - the effects on minority ethnic communities, including newer communities, Gypsies and Travellers and the Roma community	Each customer has an assessment before the service commences which gives us an opportunity to gather information about them. We have the facility to record information that we need to know about our customers, so we can respect the customer's diversity.	DCC: In delivering the services all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
	<p>We have procured contractors to supply our interpretation and translation requirements. This involves face to face, telephone, and written translations.</p> <p>DCHS already have their patient information leaflets available in the top 5 used languages as identified in the 2021 census data and by using the text service can dial in an interpreter when accessing their services.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p> <p>We have a Race Equality Hub who gives us help and advice on race equality and support with our EIAs. Our internal Equality, Diversity and Inclusion Board are looking at adult social care and our Black, Asian and Minority Ethnic Communities as an agenda item.</p>	<p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>We have a Black and Asian Minority Ethnic Employees Support Network that offer help, advice and support in a friendly and safe environment.</p> <p>DCHS: In addition to the Embrace Network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p>			

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
Religion or belief or none - the effects on religious and cultural communities, customers and colleagues	<p>Each customer has an assessment before the service commences which gives us an opportunity to gather information about them. We have the facility to record information that we need to know about our customers, so we can respect the customer's diversity.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs. We can also learn best practice from each other and implement these to benefit all customers.</p>	<p>DCC: In delivering the services all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>We will take employees observance of their religion and belief into account when requests are made for leave such as for Eid or Sunday worship.</p> <p>DCHS: In addition to the Embrace Network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		<p>Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.</p> <p>Both: There are policies around articles of faith including in uniform and moving and handling policies.</p>			
<p>Sex - the effects on both men and women and boys and girls</p>	<p>Customers are made aware that they could be attended by both male and female colleagues depending on who is on duty.</p> <p>Where personal care is provided, the customers preferences are considered in the planning and delivery of our services.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p>	<p>DCC: In delivering the services all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>DCHS: In addition to the 5 established networks, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p> <p>Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.			
Sexual orientation - the effects on lesbians, gay men, bisexuals, pansexual, asexual and those questioning their sexuality	<p>Each customer has an assessment before the service commences which gives us an opportunity to gather information about them. We have the facility to record information that we need to know about our customers, so we can respect the customer's diversity.</p> <p>There are no planned changes to this under the proposal but through the joining up of services more people will benefit from reablement to help manage increasing or escalating needs.</p> <p>We have signed up to Derbyshire LGBT+'s Rainbow Accreditation Scheme to track and improve our progress on LGBTQ+ equality issues in services and employment.</p>	<p>DCC: In delivering the services, all colleagues adhere to the Equality, Dignity, and Respect Policy. The Policy covers the Equality Act 2010 and the Public Sector Equality Duty. It also includes the Council's Statutory Equality Objectives, so expectations are clear.</p> <p>E-learning is also carried out and monitored on Diversity, Equality and Discrimination to aid colleagues understanding of the issues faced by those with protected characteristics.</p> <p>We also have an LGBTQ+ and Allies Employee Network that offer help, advice and support in a friendly and safe environment.</p> <p>DCHS: In addition to the Embrace Network, colleagues can speak to Freedom to Speak Up Guardians to raise any concerns.</p>	Yes	No	N/A

People with protected characteristics	What do you already know?		Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Customer	Colleague			
		Colleagues also sign up to the Equality, Diversity, Inclusion and Trans Equality policy and have mandatory training on Equality and Diversity and Human Rights and The Oliver McGowan Learning Disability & Autism.			
Those who experience socio-economic disadvantages	<p>The individuals currently supported by reablement and rehabilitation services are likely to be people may have had an ill health episode, or whom are living with a long term disability or health condition.</p> <p>Expanding the reach of these services will mean that more people will be able to benefit and see an improvement to their overall health and wellbeing which is likely to positively impact on health inequalities, as many people experiencing health inequalities are disabled, older people and those affected by frailty.</p>	<p>The services in scope currently have a range of vacant posts and it is hoped that by creating a single service, there will be improved recruitment and retention which will offer a broader career path for employees.</p> <p>The integration will broaden out the resources available to undertake targeted recruitment, which may be better placed to positively advantage people who experience socio-economic disadvantages through job creation</p>	Yes	no	N/A

Important - For any of the equality groups you don't have any information about, then please contact our Lead on Equality and Diversity for help. You can also get lots of information on reports completed from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

Step 3 – deciding on the outcome

7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?

Outcome 1	✓	No major change needed – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
Outcome 2		Adjust the proposal to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
Outcome 3		Continue the proposal despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • sufficient plans to stop or minimise the negative impact • mitigating actions for any remaining negative impacts • plans to monitor the actual impact.
Outcome 4		Stop and rethink the proposal when the EIA shows actual or potential unlawful discrimination

Why did you come to this decision?

The services currently provided to customers by these teams will continue as now but with the potential for:

- more people to benefit from reablement to help manage increasing or escalating needs, referred from a wide range of partners by pooling our resources.
- discharges from Royal Derby Hospital to be made within the agreed timescale to ensure there are no delays adversely affecting patients/customers.
- broader integration and service resilience within Occupational Therapy improving capacity and therefore helping to reduce current waiting lists.
- Increasing capacity for Discharge 2 Assess pathway discharges provided by Community First, rather than being commissioned from private care providers.
- Reducing duplication of effort and the need for multiple different staff attending customers
- Less carer crises due to reduced wait time for assessment to be carried out.

Colleagues affected by the joining up of resources will continue to benefit from all existing terms and conditions as they would be protected by TUPE legislation. It would also allow more joined up recruitment in a challenging market, and for more development pathways for colleagues to be created within a larger organisation with more scope for development and progression.

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the proposal. You also need to make sure that there are actions in the Mitigation Box to lessen the effect of the negative impact. This is so important and may face a legal challenge in the future.

N/A

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is so important that the equality impact assessment is done thoroughly, as this is what the Judge will consider.

N/A

