

**Community Impact Assessments (CIAs)**  
*An easy guide for staff who need to complete a Community  
Impact Assessment (CIA)*

**November 2010**

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## Introduction

Welcome to the Community Impact Assessment (CIA) toolkit. We hope that you find the toolkit easy to use and helpful – in just a few easy steps you will have your CIA completed.

### What's the toolkit all about?

This toolkit links with the CIA forms so that each section of the toolkit will explain how to complete each section of the form. We've used an example of a contact centre to show you how they might do a CIA. The toolkit is designed to make life a bit easier for you when you are doing a CIA and hopefully make the process and outcomes meaningful for you and others involved.

### What's a Community Impact Assessment (CIA)?

It's a really good way to look at current and new policies, strategies, procedures, functions, projects, reviews, services and organisational change in depth to see what impact they may have on different protected characteristics (race or ethnicity, disability, sex, sexual orientation, age religion or belief, gender reassignment, marriage and civil partnership, pregnancy and maternity and other socially excluded communities or groups (some examples might be those on low income or unemployed, single parents or the gypsy or travelling community, carers and those who live in areas of high deprivation). Community Impact Assessments are also known as Equality Impact Assessments.

The aim of them is to:

- allow you to have more contact with the diverse groups in our community
- help you to think more about the needs of various groups so that equality is at the heart of everything you do
- change the way you think about your work and the decisions you make

### Why do I need to do a CIA?

First and foremost a CIA should be a tool to allow you to find out whether your work has a negative impact on different groups. It should be completed **before** the policies, strategies, procedures, functions, projects, reviews, services and organisational change have been set up, if changes are needed it's easier to make these sooner rather than later!

CIA's can be used to:

- stop direct and indirect discrimination from happening now and in the future
- prevent discrimination by association and discrimination by perception from happening
- highlight diversity as a strength and an integral part of your work, not just an add on that you feel you must do
- recognise the fact that we don't all have an equal chance in life, and find ways to address this through your work
- make sure that your services are accessible to everyone in the community
- the process is not the most important thing – it's the outcomes that matter
- help improving the way you treat customers
- help with the decisions that you need to make
- improve relations with our residents by publicising our
- commitment to equality as an organisation
- ensure that we all comply with legislation

### When do I need to assess?

- Before you complete new policies or set up new projects or services, and as part of an ongoing 3 year programme

## Completing an initial CIA

Before completing a full assessment you should complete an **initial CIA** which is a screening process to see if your policy, project or service has an impact on any of the protected characteristics.

You don't need to complete a initial CIA for :

- information updates where no decisions are required
- financial update unless it is relating to cutting budgets for a service that will have an impact on the equality strands

You will need to complete an initial CIA for:

- changes to or new policies
- changes to or new strategies
- changes to or new procedures
- changes to or new functions
- changes to or new projects
- changes to or new reviews
- changes to or new services
- organisational change

Making sure that CIAs are in place before setting them up could save you time, problems and even money in the future.

## The key steps for completing an initial CIA

- |        |  |
|--------|--|
| Step 1 | Identify Aims                            |
|        | ↓  |
| Step 2 | Assess Potential Impact                  |
|        | ↓  |
| Step 3 | Assess Potential to Promote Equality     |
|        | ↓  |
| Step 4 | Collect and Use Evidence                 |
|        | ↓  |
| Step 5 | Finalise your decision                   |
|        | ↓  |
| Step 6 | Detail people involved                   |
|        | ↓  |
| Step 7 | CIA Group Approval or Compete a Full CIA |
|        | ↓  |
| Step 8 | Publish Your Approved CIA                |

## Step 1 – Identify Aims

- What are the aims of your policy, function or service?
- Who is going to benefit from this policy, function or service and how?

<b>Example - Contact Centre CIA</b>
<b>Step 1 – Identify Aims</b>
<b>What are the aims of your policy, function or service?</b>
<ul style="list-style-type: none"> <li>• One point contact for residents requiring information or services from the council. Contact via, phone, email, face to face and e-form.</li> </ul>
<b>Who is going to benefit from this policy, function or service and how?</b>
<ul style="list-style-type: none"> <li>• Visitors to the borough, residents, 'the customer'-internal and external, partners. It will enable the customer to contact the council and conclude their business from one phone call</li> </ul>

Now fill out STEP 1 on the initial CIA form

## Step 2 – Assess Potential Impact

- Does, or could the policy, function, or service have a negative impact on people?

<b>Example - Contact Centre CIA</b>			
<b>Step 2 - Assess Potential Impact</b>			
<b>Thinking about each of the groups below, does, or could the policy, function, or service have a negative impact on people who possess the protected characteristics below?</b>			
<b>Group</b>	<b>Yes</b>	<b>No</b>	<b>Unclear</b>
Age			
Disability			
Race			
Sex			
Sexual orientation			
Religion or belief			
Gender Reassignment			
Marriage and Civil Partnerships			
Pregnancy and Maternity			
Relationships between groups			
Other socially excluded groups			
<b>If The Answer Is "Yes" Or "Unclear" Consider Doing A Full CIA</b>			

## Step 3 – Assess Potential to Promote Equality

- Does, or could, the policy, function or service help to promote equality for on people who possess the protected characteristics??

<b>Step 3 - Assess Potential to Promote Equality</b>			
<b>Q4. Does, or could, the policy, function or service help to promote equality for on people who possess the protected characteristics?</b>			
<b>Group</b>	<b>Yes</b>	<b>No</b>	<b>Unclear</b>
Age			
Disability			
Race			
Sex			
Sexual orientation			
Religion or belief			

Gender Reassignment			
Marriage and Civil Partnerships			
Pregnancy and Maternity			
Relationships between groups			
Other socially excluded groups			
<b>If The Answer Is “No” Or “Unclear” Consider Doing A Full CIA</b>			

### Step 4 - Collect and Use Evidence

- Have you undertaken any consultation on this policy, function or service?
- Do you have any feedback data from people with any of the protected characteristics that influences, affects or shapes this policy, function or service?

<b>Step 4 - Collect and Use Evidence</b>			
<b>Q5. Have you undertaken any consultation on this policy, function or service?</b>			
Yes		No	
<b>If yes give details of who has been consulted (internally and externally) and a brief summary of any equality and diversity issues raised</b>			
<b>Q6. Do you have any feedback data from people with any of the protected characteristics that influences, affects or shapes this policy, function or service?</b>			
<b>Group</b>	<b>Yes</b>	<b>No</b>	<b>Unclear</b>
Age			
Disability			
Race			
Sex			
Sexual orientation			
Religion or belief			
Gender Reassignment			
Marriage and Civil Partnerships			
Pregnancy and Maternity			
Relationships between groups			
Other socially excluded groups			
<b>If the answer is “no” or “unclear”, no-one knows or opinion is divided consider doing a full CIA</b>			

### Step 5 – Finalise Your Decision

- Should a full assessment be carried out on this policy, function or service?
- How Have You Come To This Decision?
- What Is Your Priority For Doing The Full CIA?

<b>Step 5 – Finalise Your Decision</b>			
<b>Q7. Using the assessments in questions 3, 4 and 5 should a full assessment be carried out on this policy, function or service?</b>			
Yes		No	
<b>If you have to complete a full CIA use the easy to follow toolkit and form on Intranet</b>			
<b>Q8. How Have You Come To This Decision?</b>			

**You only need to answer this question if you answered yes to Q7.**

**Q9. What Is Your Priority For Doing The Full CIA?**

High

Medium

Low

## Step 6 – Details of People Involved

- Who was involved in the CIA, and how?

### Step 6 – Details of People Involved

**Q10. Who was involved in the CIA, and how?**

Name of Lead Officer

Signature

Date

Contact number

Head of Service Endorsement

Signature

Date

Contact number

## Step 7 – CIA Group Approval

Send a copy of your completed CIA to the **Community Impact Assessment Group for approval**. We will contact you any comments or queries about your full CIA.

### Example - Contact Centre CIA

#### Step 8 – CIA Group Approval

Please send a copy of your completed CIA to the **Community Impact Assessment Group for approval**. We will contact you any comments or queries about your full CIA.

#### CIA Approval

The Community Impact Assessment Group has approved this CIA

✓

The Community Impact Assessment Group as approved this CIA in principle subject to further evidence being provided

Name of Lead Officer

A N Other

Signature

ξ

Date

30 Oct 2010

Contact number

01795 411234

## Step 8 – Publish Your Approved CIA

Send an electronic copy of the approved CIA has been sent to the **Website Officer** to be published on the Council's website

### Top Tips

- If you're struggling with one or more steps, we can help. Contact us on 01795 417456.

## Completing a full CIA

- A full CIA allows you to build on the information already provided in the initial CIA
- If the initial CIA identifies a potential negative impact, an inability to promote equality or a lack of consultation or feedback evidence you should complete a full CIA or
- If after considering your initial CIA the CIA Group advise you to complete a full CIA

Did the initial CIA identify	Yes	No	Unclear	Complete a Full CIA
a potential negative impact on one or more groups of people who possess the protected characteristics?	✓		✓	If the answer is "Yes" or "Unclear"
an inability help to promote equality for on people who possess the protected characteristics?		✓	✓	If the answer is "No" or "Unclear"
a lack of consultation or feedback evidence or inconclusive opinions resulting from consultation or feedback evidence?		✓	✓	If the answer is "No" or "Unclear"
Did the CIA Group recommend completing a full CIA	✓			If the answer is "Yes" or "Unclear"

## The key steps for completing a full CIA

- Step 1 Identify Aims  
↓
- Step 2 Collect and Use Evidence  
↓
- Step 3 Assess the Impact  
↓
- Step 4 Ensure Fairness  
↓
- Step 5 Finalise your decision  
↓
- Step 6 Communicate What Has Happened  
↓
- Step 7 Monitor and Review  
↓
- Step 8 CIA Group Approval  
↓
- Step 9 Publish Your Approved CIA

## Step 1 – Identify Aims

- What are the aims of your policy, service, project or function?
- Who is going to benefit from this policy, service, project or function and how?
- What outcomes do you want to achieve?
- What could prevent people from getting the most out of the policy, service, project or function?
- How will you tell people about it?

<b>Example - Contact Centre CIA</b>
<b>Step 1 – Identify Aims</b>
<b>What are the aims of your policy, service, project or function?</b>
<ul style="list-style-type: none"> <li>• One point contact for residents requiring information or services from the council. Contact via, phone, email, face to face and e-form.</li> </ul>
<b>Who is going to benefit from this policy, service, project or function and how?</b>
<ul style="list-style-type: none"> <li>• Visitors to the borough, residents, ‘the customer’-internal and external, partners. It will enable the customer to contact the council and conclude their business from one phone call</li> </ul>
<b>What outcomes do you want to achieve?</b>
<ul style="list-style-type: none"> <li>• We want to ensure the contact services available are accessible, appropriate and sensitive to the needs of users and potential users of the service. We also want to increase the customer satisfaction with the contact centre.</li> </ul>
<b>What could prevent people from getting the most out of the policy, service, project or function?</b>
<ul style="list-style-type: none"> <li>• Budgetary restraints which could include staffing issues (or) new initiatives may not be able to be introduced until further funding is available.</li> </ul>
<b>How will you tell people about it?</b>
<ul style="list-style-type: none"> <li>• Awareness will be promoted through local residents’ magazine, on our website and coverage in local press.</li> </ul>

Now Fill out STEP 1 on the full CIA form

## Step 2 – Collect and Use Evidence

- What existing data do you have?
- Using your existing data what does it tell you?
- Do you need to plug any gaps?
- How can you do this?
- Are you using partners, stakeholders and Councillors effectively?

### Top Tips

- Aim for practical outcomes – use what you can.
- Some things you could have a look at:
  - Census information
  - Residents surveys
  - Diversity Profiles
  - Borough and Ward Profiles
  - Mosaic Data
  - Data about the people who use your service
  - Satisfaction or complaints feedback
  - Previous CIA’s
  - Your knowledge and the knowledge of people in your team
  - Results of previous consultations
- Fill in any gaps in information; don’t use it as an excuse not to carry on but...**Know when to stop** – this part is a means to an end, focus on the outcome

<b>Example - Contact Centre CIA</b>
<b>Step 2 – Collect and Use Evidence</b>
<b>What Existing Data Do You Have?</b>
<ul style="list-style-type: none"> <li>• 2001 census</li> <li>• valuing diversity survey</li> <li>• complaints feedback</li> <li>• customer feedback</li> <li>• residents survey</li> </ul>
<b>Using your existing data what does it tell you?</b>
<ul style="list-style-type: none"> <li>• Through customer feedback it was highlighted that a high proportion were dissatisfied when they contacted the council because they were passed from service to service rather than their business being concluded at first point of contact.</li> </ul>
<b>Do You Need To Plug Any Gaps?</b>
<ul style="list-style-type: none"> <li>• Information on the equality profile of service users</li> </ul>
<b>How Can You Do This?</b>
<ul style="list-style-type: none"> <li>• Collect equality information from service users</li> </ul>
<b>Are You Using Your Partners, Stakeholders and Councillors effectively?</b>
<ul style="list-style-type: none"> <li>• Not currently maximising intelligence from Councillors</li> </ul>

Now Fill out STEP 2 on the full CIA form

### Step 3 – Assess the Impact

- Who are the users of the policy, function or service?
- Is the take up representative of the community?
- Who else could or should be users?
- How does the service impact on different groups?
- Are some people benefitting more than others? If so, why?
- Who have you consulted with about your policy, function or service?
- Do you need to consult further?
- Who and how are you are going to consult with specific groups or communities?

#### Top Tips

- Being accessible can include how physical accessible your service is or intellectually-use of jargon or language that is too complex
- You might think your policy, function or service is accessible and addressing the needs of these groups, but asking them might give you a totally different view
- Make sure that the way you ask for views is open, inclusive and accessible for everyone
- Use methods appropriate for the policy, function or service being looked at
- Make sure that anyone who may be affected by, or with an interest in the policy are asked for their views
- Use a wide variety of community based and practical approaches
- Use previous consultations & improve on them if you can

<b>Example - Contact Centre CIA</b>
<b>Step 3 – Assess the Impact</b>
<b>Who are the users of the policy, function or service?</b>
<ul style="list-style-type: none"> <li>• There is currently no data to see if some groups do not use the service and why</li> </ul>
<b>Is the take up representative of the community?</b>
<ul style="list-style-type: none"> <li>• There is currently no information on the profile of service users</li> </ul>
<b>Who else could or should be users?</b>
<ul style="list-style-type: none"> <li>• As there is currently no information on the profile of service users this is difficult to judge</li> </ul>
<b>How does the service impact on different groups?</b>
<b>Race or Ethnicity</b>

<ul style="list-style-type: none"> <li>• Language (contact centre unaware of customers preferred first language)</li> <li>• Contact centre is not advertised in specific black minority ethnic (BME) publications</li> <li>• The lack of awareness of the contact centre within the BME communities</li> <li>• Lack of data regarding the take-up or satisfaction with the contact centre by the BME communities</li> </ul>			
<b>Sex</b>			
<ul style="list-style-type: none"> <li>• Lack of data on usage or satisfaction with the contact centre services by Sex</li> </ul>			
<b>Disability</b>			
<ul style="list-style-type: none"> <li>• Distance to the main entrance from car parking for customers</li> <li>• Physical access to the building</li> <li>• Lack of understanding of issues/requirements affecting disabled people</li> <li>• Minicom is available in the contact centre but is not advertised to hearing impaired people</li> <li>• No hearing loop at the main reception</li> <li>• Lack of data of disability usage or satisfaction with the contact centre services</li> </ul>			
<b>Sexual Orientation</b>			
<ul style="list-style-type: none"> <li>• Lack of data of lesbian, gay or bisexual people usage or satisfaction with the contact centre services</li> </ul>			
<b>Age</b>			
<ul style="list-style-type: none"> <li>• Distance to the main entrance from car parking for customers</li> <li>• Physical access to the building</li> <li>• Appropriate seating in the main reception</li> <li>• Availability of large print information (on the web and in the contact centre publications)</li> </ul>			
<b>Religion or belief</b>			
<ul style="list-style-type: none"> <li>• Lack of data of religion or belief / faith communities usage or satisfaction with the contact centre services</li> </ul>			
<b>Gender Reassignment</b>			
<ul style="list-style-type: none"> <li>• Lack of understanding of people with gender reassignment by the contact centre staff</li> </ul>			
<b>Marriage and Civil Partnerships</b>			
<ul style="list-style-type: none"> <li>• Lack of data by marital/civil partnership status by the contact centre staff</li> </ul>			
<b>Pregnancy and Maternity</b>			
<ul style="list-style-type: none"> <li>• Lack of understanding of issues affecting pregnant women by the contact centre staff</li> </ul>			
<b>Other Socially Excluded Groups or Communities</b>			
<ul style="list-style-type: none"> <li>• Lack of data on views of other socially excluded groups</li> </ul>			
<b>Are some people benefitting more than others? If so, why?</b>			
<ul style="list-style-type: none"> <li>• No evidence to suggest certain groups are benefitting over others</li> </ul>			
<b>Who have you consulted with?</b>			
<ul style="list-style-type: none"> <li>• Consultation has taken place with the following: staff groups, local disability group and the local umbrella group representing BME but more information is needed to cover all the equality groups</li> </ul>			
<b>Do you need to consult further?</b>			
<b>Yes</b>	✓	<b>No</b>	*
<b>If you need to consult further or have not consulted yet please list who and how are you are going to consult with specific groups or communities</b>			
<b>Who</b>			
<ul style="list-style-type: none"> <li>• Access Group</li> <li>• Staying Put User Group</li> <li>• Youth Forum</li> </ul>			
<b>How</b>			
<ul style="list-style-type: none"> <li>• Attend community events</li> <li>• Attend meetings</li> </ul>			

- Send questionnaires to groups for comment
- Conduct a telephone questionnaire when customers ring the contact centre
- Customer feedback cards

**Now Fill out STEP 3 on the form**

### Step 4 – Ensure Fairness

- Are any groups affected in a different way to others as a result of the policy, function or service?
- If this benefits a particular group is it clear why that needs to be the case?
- Does your policy, function or service either directly or indirectly discriminate?
- Does your policy, function or service either discriminate by association or perception?
- Is there a possible impact on community relations?
- If yes, how are you going to change this?

#### Top Tips

- Think about each group and try to see your service from their perspective

#### Example – Contact Centre CIA

##### Step 4 – Ensure Fairness

**Are any groups affected in a different way to others as a result of the policy, function or service?**

The contact centre aims for all communities and groups to have access to their services

**If this benefits a particular group is it clear why that needs to be the case?**

No benefit to a particular group identified

**Does your policy, function or service either directly or indirectly discriminate?**

Yes	✘	No	✔
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**Does your policy, function or service either discriminate by association or perception?**

Yes	✘	No	✔
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**Is there a possible impact on community relations?**

None identified

**If yes, how are you going to change this?**

**Now fill out STEP 4 on the form**

### Step 5 – Finalise Your Decision

- What changes or benefits have been made?
- What outcome have you reached?
- Can you explain how the decision was reached?
- How is your decision making process is recorded?
- Have you involved your councillors and senior officers if needed?
- Have you involved stakeholders if needed?

#### Top Tips

A CIA has four possible outcomes and more than one may apply to a single policy, function or service.

<ul style="list-style-type: none"> <li>• <b>Outcome 1 No Major Change</b> The CIA demonstrates that the policy, function or service is robust and there is no potential for discrimination or adverse impact</li> <li>• <b>Outcome 2 Adjust the policy</b> The CIA identifies potential problems or missed opportunities. Adjust the policy, function or service to remove barriers or better promote equality.</li> <li>• <b>Outcome 3 Continue the policy</b> The CIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly set out in the justifications for continuing with it. The justification should be included in the CIA and must be in line with the duty to have regard. For the most important relevant policies, functions and services compelling reasons will be needed.</li> <li>• <b>Outcome 4 Stop and remove the policy</b> The policy, function or service shows actual or potential unlawful discrimination. It must be stopped and removed or changed. Add in link to EHRC codes of practice</li> </ul>
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<b>Example - Contact Centre CIA</b>			
<b>Step 5 – Finalise Your Decision</b>			
<b>What changes have been made as a result of your consultation?</b>			
<ul style="list-style-type: none"> <li>• Customers can contact through whichever channel they wish to whether via email, telephone or face to face. They can contact outside office opening hours which is beneficial for working people, disabled people can contact by email or telephone if not able to get to the offices.</li> <li>• When customers telephone the centre they are not passed from service to service as business is concluded at the first point of contact.</li> </ul>			
<b>What outcome have you reached?</b>			
<ul style="list-style-type: none"> <li>• Outcome 1 -No major change and Outcome 3 -Continue the policy</li> </ul>			
<b>Can you explain how the decision was reached?</b>			
<ul style="list-style-type: none"> <li>• There was an increased demand from residents through consultations wanting to contact a single number and their business being concluded through one contact even if there were multiple issues they wanted addressed</li> </ul>			
<b>If you are in a position to introduce the policy, project or service but still have information to collect or actions to complete to ensure all equality groups have been covered please list with timescales.</b>			
<ul style="list-style-type: none"> <li>• Consultations planned with lesbian, gay, bisexual and transgender groups, older people and young adults</li> <li>• Investigate getting the contact centres literature in alternative formats</li> <li>• Look at staffing on the main reception for BME customers</li> <li>• Training</li> <li>• Start to advertise the service in specific publications</li> </ul>			
<b>How is your decision making process is recorded?</b>			
<ul style="list-style-type: none"> <li>• In the covering report that was submitted to the Strategic Management Team for approval</li> </ul>			
<b>Have you involved your councillors and senior officers if needed?</b>			
Yes	✓	No	✗
<b>If yes please give further details</b>			
<ul style="list-style-type: none"> <li>• Portfolio Holder was consulted and supported decision. Report submitted to SMT for approval</li> </ul>			
<b>Have you involved stakeholders if needed?</b>			
Yes	✓	No	✗
<b>If yes please give further details</b>			

- Chairs of the Access Group, Staying Put User Group and Youth Forum endorsed decision reached

Now fill out **STEP 5** on the form

## Step 6 – Communicate What Has Happened

- Do the users know?
- Have you told partners?
- Have you addressed any consultation responses in a positive way?

### Top Tips

- Your results should be published and monitored in an accessible and user friendly way
- Make sure that you record publicly what you've done and the decisions you've made
- Let people who've given their views know how these have been used
- Make sure the language you use is jargon free

### Example - Contact Centre CIA

#### Step 6 – Communicate What Has Happened

##### Do the users know?

Yes	✓	No	✗
-----	---	----	---

##### Have you told partners?

Yes	✓	No	✗
-----	---	----	---

##### Have you addressed any consultation responses in a positive way?

Yes	✓	No	✗
-----	---	----	---

##### If yes please give further details

- Summary of consultation in “you said we did” format included in latest users newsletter

Now fill out **STEP 6** on the form

## Step 7 – Monitor and Review

- How are you going to monitor this policy, function or service?
- Does the service, policy or function do what you intended?
- Has anything changed?
- Revise Accordingly

### Top Tips

It's important to:

- Set up a way of regularly monitoring your policy, project or service that includes collecting and reviewing equality information
- Carry out a review and feed this into the annual review cycle
- Carry out any amendments to your policy, project or service as a result of the monitoring

### Example - Contact Centre CIA

#### Step 7 – Monitor and Review your Decision

How are you going to monitor this policy, function or service? Provide details of how

<b>often and who will be responsible?</b>			
The contact centre manager will have responsibility for future monitoring by:			
<ul style="list-style-type: none"> <li>• Conducting an annual review of the service</li> <li>• Conducting a customer survey at least every 2 years</li> <li>• Analysing customer feedback cards from customers who come into the offices</li> <li>• Analysing complaints</li> </ul>			
<b>Does the service policy or function do what you intended?</b>			
Yes	✓	No	✗
<b>Has anything changed?</b>			
Yes	✗	No	✓
<b>If yes please give further details</b>			
•			
<b>If yes, how have you revised the policy, function or service?</b>			
• No revisions required			

Now fill out STEP 7 on the form

## Step 8 – CIA Group Approval

Send a copy of your completed CIA to the **Community Impact Assessment Group for approval**. We will contact you any comments or queries about your full CIA.

<b>Example - Contact Centre CIA</b>			
<b>Step 8 – CIA Group Approval</b>			
Please send a copy of your completed CIA to the <b>Community Impact Assessment Group for approval</b> . We will contact you any comments or queries about your full CIA.			
<b>CIA Approval</b>			
The Community Impact Assessment Group has approved this CIA			✓
The Community Impact Assessment Group as approved this CIA in principle subject to further evidence being provided			
Name of Lead Officer		A N Other	
Signature		ξ	
Date	30 Oct 2010	Contact number	01795 411234

## Step 9 – Publish Your Approved CIA

Send an electronic copy of the approved CIA has been sent to the **Website Officer** to be published on the Council's website

<b>Top Tips</b>
<ul style="list-style-type: none"> <li>• If you're struggling with one or more steps, we can help. Contact us on 01795 417456.</li> </ul>