

CARDIFF COUNCIL
Equality Impact Assessment
Corporate Assessment Template



Policy/Strategy/Project/Procedure/Service/Function Title: Recommissioning of Building Maintenance Services (Phase 1 – Domestic)
New/Existing/Updating/Amending:

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Sue Bartlett	Job Title: Operational Manager, Building Maintenance
Service Team:	Service Area: Communities
Assessment Date: 25 th October 2016	

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

<p>The desired outcomes for the Building Maintenance Framework are:</p> <ul style="list-style-type: none"> • To ensure that the key objectives of the recommissioning are achieved the following desired outcomes have been identified: • To deliver a high quality service that focuses on the customer. • To deliver a Building Maintenance Service that works alongside the in-house workforce to improve and maintain flexibility of provision and provide 24/7/365 services. • To deliver value for money. • To reduce costs for the Council and Suppliers alike, through electronic ordering, confirmation and payment processes. • To improve the quality of management and performance information in relation to the provision of Building Maintenance Services. • To improve our demand management for Building Maintenance Services. • To take a partnership working approach to delivering and improving services. • To support the Council's Open Doors Charter and Sustainable Policy. (Maximising access to opportunities to SME's and local supply chain) • To support the Council's Sustainable Development Agenda by maximising tender opportunities to local providers and opportunities to provide training and skill development to the local workforce. • To support the Council's commitment to reducing the Carbon Footprint. <p>The aim is to improve housing outcomes for all citizens, recognising and responding to the diversity of housing needs of people in Cardiff, with a particular focus on the most vulnerable.</p>
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2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The current Building Maintenance Framework has been in place since 2013 and is due to end in June 2017. The Framework consisted of 5 lots covering both domestic and non- domestic maintenance and disabled adaptations. The annual value of the Framework is £25.7m.

The domestic lots cover all maintenance, repair and improvements to approximately 13500 Council owned dwellings which includes 730 blocks of flats which are occupied by a diverse customer base.

Lot 5 covers disabled adaptations in both privately owned and Council owned dwellings.

The works were awarded in two ways:

- Cascade – where work was awarded to the Rank 1 provider first and then to Rank 2 provider etc. based on schedule of rates.
- Mini Competition between providers of the appropriate Lot. This was for works over £30k or £36k for Disabled Adaptations.

There were no restrictions on the number of lots that a provider could be awarded and this meant that the number one provider on three of the lots was the same.

ISSUES

The main objective of the current framework was to address issues with historic arrangements. There were previously 800 plus suppliers, with significant non-compliant spend and lack of co-ordination and aggregation of spend. The framework did address these issues, there has been a reduction in the number of contractors, a reduction in non-compliant spend and greater co-ordination and aggregation of spend has been achieved.

However significant issues have been experienced in the practical application of the Framework and it has been too wide and unresponsive to the business needs.

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Lessons Learnt

Given the strategic and operational importance of the building maintenance framework, in the summer of 2014 officer's commissioned Construction Excellence Wales to undertake a review of the arrangements. This review included feedback from council officers, elected members and schools, along with feedback from the framework providers. This report did find that the Framework was meeting many of its original aims as stated above, however it also set out a number of areas for improvements. An action plan was developed and implemented. The issues identified in the report are being used to inform the new commissioning process.

In addition, in preparation for the recommissioning of services, workshops were held with managers and technical staff within the Council and with current contractors. The concerns identified together with the findings from the Construction Excellence Wales were collated as "lessons learnt". The key issues are listed below together with the steps identified to address these in the new contractual arrangements:

- **Poor customer care particularly in relation to elderly and vulnerable customers.**

It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example appointments made / kept, number of complaints and how quickly they are addressed. It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

- **Capacity issues with some ranked 1 providers**

It is clear that in some cases the cascade approach has not dealt effectively with peaks and troughs of work volume. There has been too much reliance on one contractor and when the ranked 1 provider is at full capacity rank 2 & 3 contractors are not in a position to gear up quickly to take on unplanned work.

It is proposed to divide the provision into smaller value / volume lots, with multiple providers delivering similar works. There will also be a restriction on the number of lots that can be awarded to an individual bidder. This will ensure that there are always multiple providers geared up to accept work at any one time. There will also be a mechanism for reallocation of work to an alternative provider delivering similar works where there are capacity or performance issues.

- **Inadequate performance / contract management tools to address poor**

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performance.

It is proposed to set realistic, achievable and measurable performance indicators and to have a robust mechanism for measuring performance and addressing poor performance. Complaints resolution will form part of the new contract along with clear contract management arrangements.

- **Management of subcontractors**

There have been issues with the roles & responsibilities of main contractors and problems with the management of their sub-contractors, particularly in relation to Health & Safety. It is proposed to clearly define the expectations of the main contractor within the specification, and to introduce a performance measure against this requirement.

- **There have been issues with pricing and value for money**

There have been issues with agreeing rates for items which were not included in the Schedule of Rates. It is proposed that the current Schedule of Rates is reviewed and updated to include any omissions or issues that have been highlighted during the current framework. For those items that cannot be included in a schedule of rates it is proposed to develop a clear Pricing Principles document setting out how such prices will be calculated and agreed. This will form part of the contract.

While the mini-competition element of the Framework has worked reasonably well, the Council is often dealing directly with sub-contractors while paying significant uplifts / on-costs to the Framework contractor. This has given rise to concerns that value for money is not being achieved. It is proposed that in future separate specialist / trade specific contracts will be commissioned directly with the appropriate providers.

- **Internal stakeholders were not fully engaged with the development of the framework.**

To address this issue all internal stakeholders will be fully engaged in the current recommissioning process and have taken ownership of developing the specifications. There will be full engagement with tenants / leaseholders and ward members will also be offered the opportunity to input into the proposals.

Social Housing accounts for approximately 17% of housing stock in the city accounting for almost 24,000 properties, of which approximately 13500 are Council owned (including 730 block of flats).

“Equal opportunities monitoring information” is requested from all applicants for rehousing with the aim of gathering information regarding the protected

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characteristics set out in the Equality Act 2010.

Cardiff has a diverse, growing and aging population.

The re-commissioning of phase 1 (domestic including disabled adaptations) will aim to consider and address the issues with the current arrangement and to recognise and address the protected characteristics set out in the Equality Act 2010.

Age - Welsh Government population projections predict an overall increase in population of 32.7% by 2036, with the most significant growth being in the older age group. The implications of an aging population include increased demand for older people's accommodation.

Population projections for Cardiff show a 67.6% growth in the 65+ age group over the term 2011 – 2036

The following statistics apply to existing tenants:

Age	Number	%
Under 18	5	0.0
18 to 24	566	5.1
25 to 34	2103	19.0
35 to 49	3607	32.6
50 to 59	2045	18.5
60 and above	2739	24.8

Disability - The 2011 Census indicates that 18% of the Cardiff population have long term limiting illness. This general level of disability is supported by the later Local Housing Market Assessment 2015 Household Survey which indicates that 22% of households in Cardiff contain somebody with a disability / limiting long term illness (approximately 31,976 households affected).

A recording issue has taken place with current tenant data. However waiting list information indicates that 2238 applicants have a medical need (28% of applicants). Of these 28 have an urgent need for rehousing as a result of their medical condition, 708 have a high need and 1502 a medium need.

However, data on lettings shows that ?% of lets are made to disabled applicants.

All clients of the Disabled Facilities Service have a disability.

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Gender Re-assignment - Housing applicants are asked to provide information regarding their gender, with an option to select male-to-female or female-to-male gender re-assignment. No current applicants have indicated that they have undergone gender re-assignment.

Sex - Of the 1507 lets of Council and RSL stock in 2015/16, 61% were made to female applicants and 39% to male applicants.

The following statistics apply to current tenants:

Sex	Number	%
Female	8400	63.3
F-T-M	3	0.0
Male	4852	36.6
Prefer not to say	9	0.1

Sexual Orientation

The following statistics apply to current tenants:

Sex	Number	%
Bisexual	20	1.1
Gay Man	18	1.0
Gay Woman / Lesbian	15	0.8
Heterosexual / Straight	1507	82.9
Not Stated	207	11.4
Other	20	1.1
Prefer not to say	30	1.7

Race / Ethnic Origin - Census data from 2011 shows that approximately 15% of Cardiff “usual residents” were from a BME background. The Local Housing Market Assessment Household Survey undertaken in 2015 supports this general level suggesting that 13% of households in Cardiff are of a BME background.

The following statistics apply to current tenants:

Ethnic Origin	Number	%
Arab	84	1.1
Asian British	40	0.5
Bangladeshi	42	0.5
Black African	254	3.2
Black British	95	1.2
Black Caribbean	58	0.7

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Chinese	30	0.4
Chinese British	3	0.0
Czech	2	0.0
Gypsy / Irish Traveller	2	0.0
Indian	15	0.2
Mixed - other	51	0.6
Mixed – White & Asian	25	0.3
Mixed – White & Black African	48	0.6
Mixed – White & Black Caribbean	99	1.2
Not Stated	213	2.7
Other	46	0.6
Other Asian	48	0.6
Other Black background	22	0.3
Pakistani	51	0.6
Polish	1	0.0
Prefer not to say	1	0.0
Refused to answer	2	0.0
Somali	168	2.1
Sri-Lanken	7	0.1
Vietnamese	3	0.0
Welsh	694	8.7
White - Other	173	2.2
White British (Inc W, E, S, N)	5453	68.4
White European	145	1.8
White Irish	62	0.8
Yemeni	36	0.5

Religion

The following statistics apply to current tenants:

Religion	Number	%
Buddhist	11	0.6
Christian	844	43.3
Hindu	2	0.1
Jewish	2	0.1
Muslim	150	7.7
None	733	37.6
Not stated	133	6.8
Other	60	3.1
Prefer not to say	11	0.6

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Sikh	1	0.1
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Marital Status

The following statistics apply to current tenants:

Marital Status	Number	%
Divorced	868	11.1
Living Together	406	5.2
Married	1360	17.3
Not Stated	49	0.6
Other	5	0.1
Polygamous Marriage	29	0.4
Separated	458	5.8
Single	4330	55.2
Widowed	345	4.4

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	X		
18 - 65 years	X		
Over 65 years	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The re-commissioned framework is expected to have a positive impact for people of all age groups. It is anticipated that evaluation criteria will give a high priority to quality of delivery.

It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work

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- Number of complaints and how quickly they are addressed.

It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

Population projections for Cardiff show a 67.6% growth in the 65+ age group over the term 2011 – 2036

The following characteristic statistics apply to existing tenants:

Age	Number	%
Under 18	5	0.0
18 to 24	566	5.1
25 to 34	2103	19.0
35 to 49	3607	32.6
50 to 59	2045	18.5
60 and above	2739	24.8

Council sheltered schemes for older people are to undergo refurbishment to ensure they are fit for purpose and offer sustainable, independent living.

Part of the Disabled Adaptations Framework is for Preventative Measures which enables older people to live independently in their homes for longer.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	X		
Physical Impairment	X		
Visual Impairment	X		
Learning Disability	X		
Long-Standing Illness or Health Condition	X		
Mental Health	X		
Substance Misuse	X		
Other	X		

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The re-commissioned framework is expected to have a positive impact for this group of people. It is anticipated that evaluation criteria will give a high priority to quality of delivery.

It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work
- Number of complaints and how quickly they are addressed.

It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

The Local Housing Market Assessment 2015 Household Survey indicates that 22% of households in Cardiff contain somebody with a disability / limiting long term illness, with approximately 31,976 households being affected. This survey indicates that the highest levels of disability are found in the owner occupied sector, followed by Council rented sector. Many of these household may need adaptations and such works could be delivered via the re-commissioned Disabled Adaptations framework.

A recording issue has taken place with current tenant data. However waiting list information indicates that 2238 applicants have a medical need (28% of applicants). Of these 28 have an urgent need for rehousing as a result of their medical condition, 708 have a high need and 1502 a medium need.

However, data on lettings shows that ?% of lets are made to disabled applicants.

All clients of the Disabled Facilities Service have a disability.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
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Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No current applicants have indicated that they had undergone gender re-assignment; therefore it is difficult to assess any specific needs or differential impacts relating to this group.

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No negative differential impacts identified.

The following characteristic statistics apply to current tenants:

Marital Status	Number	%
Divorced	868	11.1
Living Together	406	5.2
Married	1360	17.3
Not Stated	49	0.6
Other	5	0.1
Polygamous Marriage	29	0.4
Separated	458	5.8
Single	4330	55.2
Widowed	345	4.4

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What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White	X		
Mixed / Multiple Ethnic Groups	X		
Asian / Asian British	X		
Black / African / Caribbean / Black British	X		
Other Ethnic Groups	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following characteristic statistics apply to current tenants:

Ethnic Origin	Number	%

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Arab	84	1.1
Asian British	40	0.5
Bangladeshi	42	0.5
Black African	254	3.2
Black British	95	1.2
Black Caribbean	58	0.7
Chinese	30	0.4
Chinese British	3	0.0
Czech	2	0.0
Gypsy / Irish Traveller	2	0.0
Indian	15	0.2
Mixed - other	51	0.6
Mixed – White & Asian	25	0.3
Mixed – White & Black African	48	0.6
Mixed – White & Black Caribbean	99	1.2
Not Stated	213	2.7
Other	46	0.6
Other Asian	48	0.6
Other Black background	22	0.3
Pakistani	51	0.6
Polish	1	0.0
Prefer not to say	1	0.0
Refused to answer	2	0.0
Somali	168	2.1
Sri-Lanken	7	0.1
Vietnamese	3	0.0
Welsh	694	8.7
White - Other	173	2.2
White British (Inc W, E, S, N)	5453	68.4
White European	145	1.8
White Irish	62	0.8
Yemeni	36	0.5

Language barriers could be an issue and need to be given consideration.

The cultural requirements of residents will continue to be considered. It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work

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- Number of complaints and how quickly they are addressed.

It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

What action(s) can you take to address the differential impact?

Consideration will be given to how the tender documentation can deal language barriers and how contractors would address them.

It will also be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	X		
Christian	X		
Hindu	X		
Humanist	X		
Jewish	X		
Muslim	X		
Sikh	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Operationally we need to be aware of cultural sensitivities e.g. operatives working in properties with unaccompanied Muslim women, or the requirement to remove footwear before entering a property.

The following characteristic statistics apply to current tenants:

Religion	Number	%
Buddhist	11	0.6
Christian	844	43.3
Hindu	2	0.1
Jewish	2	0.1
Muslim	150	7.7
None	733	37.6
Not stated	133	6.8
Other	60	3.1
Prefer not to say	11	0.6

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Sikh	1	0.1
<p>The cultural requirements of residents will continue to be considered. It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:</p> <ul style="list-style-type: none"> • Appointments made / kept • First time fix • Quality of work • Number of complaints and how quickly they are addressed. <p>It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.</p>		
What action(s) can you take to address the differential impact?		
Operational: Ensure sensitivity to cultural needs It will also be a requirement that Contractor's deliver Equalities Training to relevant employees.		

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following statistics apply to current tenants:

Sex	Number	%
Female	8400	63.3
F-T-M	3	0.0
Male	4852	36.6
Prefer not to say	9	0.1

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

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3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following characteristic statistics apply to current tenants:

Sex	Number	%
Bisexual	20	1.1
Gay Man	18	1.0
Gay Woman / Lesbian	15	0.8
Heterosexual / Straight	1507	82.9
Not Stated	207	11.4
Other	20	1.1
Prefer not to say	30	1.7

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language	X		

Please give details/consequences of the differential impact, and provide supporting

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evidence, if any.

The re-commissioning of the framework and associated public documents will comply with new Welsh Language standards under the Welsh Language (Wales) Measures 2011.

What action(s) can you take to address the differential impact?

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

However, the Pre-Qualification will be based on the Value Wales document and the standard equalities section will form part of this document. There is a mandatory requirement to meet pass this section, and failure to do so will result in bidders being disqualified from the procurement process at this stage.

In order to "PASS" this section, bidders must:

- Comply with Equalities Legislation
- Have no upheld unlawful discrimination complaints
- Have processes in place to ensure that their subcontractors record on their compliance with Equalities Legislation
- Train all relevant staff appropriately in regard to Equalities

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Disability	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Gender Reassignment	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Marriage & Civil Partnership	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

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Pregnancy & Maternity	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Race	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Religion/Belief	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Sex	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Sexual Orientation	It will be a requirement that Contractor's deliver Equalities Training to relevant employees.
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	<p>It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:</p> <ul style="list-style-type: none"> • Appointments made / kept • Fix first time • Quality of work • Number of complaints and how quickly they are addressed. <p>It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.</p>

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Sue Bartlett / Bev Davies	Date: 25.10.16
Designation: Operational manager, Building Maintenance / Project Officer, Building Maintenance	
Approved By:	
Designation:	
Service Area:	

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- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk