

## EQUALITY IMPACT ASSESSMENT (EIA)

<b>POLICY/PROPOSAL:</b>	Underutilized Car Parks Project
<b>DEPARTMENT:</b>	Neighbourhoods & Regeneration
<b>TEAM:</b>	Healthy Streets and Parking
<b>LEAD OFFICER:</b>	Sandor Fazekas
<b>DATE:</b>	18/12/2025

*EIA Guidance is available online, please reach out to [equality@brent.gov.uk](mailto:equality@brent.gov.uk) for any further support.*

### SECTION A – SCREENING

1. Briefly and clearly describe the policy, proposal, change, or initiative, and what it is trying to achieve.

As a council, we are continuously seeking opportunities to enhance revenue streams, deliver savings and review service areas to identify innovative approaches for improvement.

Recently, we have undertaken a review of the use of Brent council public car parks. Our analysis of annual income across these sites revealed that several Brent car parks are underperforming.

To address this, we are in the process of exploring options to increase the use and income from our car parks. This includes proposals to explore strategic partnerships with digital platforms such as Just Park and Your Parking Space and includes prebooking spaces. These collaborations will form part of a pilot scheme for a period of 12 months, aimed at increasing the use of our public car parks.

Additionally, we will be reviewing and changing tariffs for the car parks within the pilot project, and this will include a Wembley Event Day tariff, designed to offer all-day parking at a competitive and more affordable rate compared to existing car parks around Wembley Stadium. This initiative is intended to provide event day attendees with a compelling incentive to utilise Brent's car parks, thereby improving occupancy and revenue.

The results of the pilot scheme will inform the Parking Policy review summer in 2026 and the establishing of new tariffs.

2. Are there any groups who may be impacted by your proposal? For reference, Q4 lists all protected groups.

Socio-economically disadvantaged groups

3. If no groups are affected, explain why.

N/A

4. Mark with an “X” the potential impact of the policy or proposal on different groups. You can mark more than one box for each group.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
<b>Age</b> - People of different age groups.		X	
<b>Care Experience</b> - People who have been in care for any period of their childhood.		X	
<b>Disability</b> - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.		X	
<b>Gender reassignment</b> - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		X	
<b>Marriage and Civil Partnership</b> - Applies mainly in the workplace, people who are married or in a civil partnership.		X	
<b>Pregnancy and Maternity</b> - People who are pregnant, on maternity leave, or new parents.		X	
<b>Race and Ethnicity</b> - People of different ethnicity, nationality, and skin colour.		X	
<b>Religion or belief</b> - People of all faiths, and those with no religious belief.		X	
<b>Sex</b> - Differences between men and women, including		X	

disparities in pay, career progression, and health outcomes.			
<b>Sexual Orientation</b> - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		X	
<b>Socio-Economic Status</b> – People who are experiencing poverty or socio-economic disadvantage.		X.	X
<b>Other relevant groups*</b> <i>[replace this text and specify where appropriate]</i>		X	

\* Other relevant groups could include Carers, Refugees or Asylum Seekers, Veterans, among others. Review the EIA Guidance for more information.

5. Complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Does the policy or proposal have implications for eliminating discrimination, advancing equality of opportunity, or fostering good relations among different groups?		X
Does it relate to an area with known inequalities?		X
Would it add, change, or remove services used by any groups listed in Q4?	X	
Does it have negative or positive equality impacts on any groups listed in Q4?	X	
<b>If you have answered YES to ANY of the above, proceed to section B.</b> <b>If you have answered NO to ALL the above, proceed straight to section C.</b>		

## SECTION B – IMPACTS ANALYSIS

6. What data and evidence have you used to understand potential impacts? This could include service user data where relevant. If there is little or no evidence, explain why, and note any plans to improve data collection in future, adding this to the Action Plan in Section E.

As this is a new proposal, there is currently limited evidence to suggest that increasing off-street parking fees will have a significant negative impact, particularly as these car parks are already in existence and currently underutilised.

For sites that experience higher demand, a modest increase in tariffs is expected to generate additional income, delivering cost savings for the council without disproportionately affecting usage.

To ensure fairness and mitigate any potential impact on residents from lower socio-economic backgrounds, the pre-booked space taken in the pilot car parks will be limited and existing tariffs will be applied for other spaces, which will help maintain accessibility for Brent residents while supporting our revenue objectives.

7. For each characteristic:

- Provide detail for the impact listed in the response to Q4 in the left-hand box.
- Provide data and evidence to explain how you reached your conclusion in the right-hand box.

Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

<b>Age</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Care Experience</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

### **Disability**

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
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 N/A |

### **Gender Reassignment**

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
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 N/A |

### **Marriage and Civil Partnership**

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
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 N/A |

### **Pregnancy and Maternity**

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
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 N/A |

### **Race and Ethnicity**

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Religion or Belief</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Sex</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Sexual Orientation</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Socio-Economic Status</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

<p>It is worth noting that residents that own and maintain a private vehicle will have the financial means to sustain such a personal benefit.</p> <p>Brent residents from lower-income backgrounds and/or single-parent households may be affected by an increase in parking tariffs.</p> <p>To mitigate any potential impact, we may be able to consider the introduction of a discounted rate specifically for Brent residents from lower socio-economic groups, subject to the results of the test cases.</p>	<p>N/A</p>
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<b>Other Relevant Groups</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

8. Summarise any engagement activities with relevant groups (this may replicate some of the information listed in Q7). State whether those involved represent the people affected by your proposal, or whether more engagement is needed, which should be added to the Action Plan in Section E.

<p>We can inform members and staff using internal communication channels such as Viva Engage, In the Loop videos, screen monitors and emails.</p> <p>For residents, we can engage them via newsletters, Your Brent Magazine and Council webpage(s) so that they are informed of the test cases, increase in charging tariffs, and aware of the proposed parking policy updates.</p>
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9. Provide more detail on any areas identified as requiring further data or detailed analysis.

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## SECTION C – CONCLUSIONS

10. Summarise your overall conclusions based on the analysis:

- If there are no impacts, state that here, and **do not complete sections E or G**.
- If you decide not to move forward, explain why, and **do not complete sections E or G**.
- If there are negative impacts, explain what you'll do to reduce them. If you choose to continue despite negative impacts, or if negative impacts remain following your action plan, provide a justification for your decision.
- If there are positive impacts, explain how these could be strengthened, where possible.

The pilot scheme is designed to have minimal effect on protected groups, as only a limited number of spaces per site will be included, and disabled bays will remain unchanged. Additionally, an Event Day parking rate will be introduced at these car parks, offering a more affordable option for those attending Wembley Stadium events compared to existing stadium parking facilities.

It is worth noting that residents that own and maintain a private vehicle will have the financial means to sustain such a personal benefit. The introduction of a discount code is contingent upon the outcome of the proposed tariff increase. While the potential impact on lower socio-economic groups is expected to be minimal, given London's extensive public transport network and the lower rates of car ownership among these groups, this measure ensures that any unforeseen negative effects are mitigated.

## SECTION D - RESULT

Select one of the following options with an "X".		
A	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	
B	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	<b>X</b>
C	<b>CHANGE/ADJUST THE POLICY/PROPOSAL</b>	
D	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN AND MONITORING

Unless your proposal has no equality impacts or you are not moving forward, complete the table below to track specific actions to:

- Reduce negative impacts and increase positive outcomes.
- Monitor actual or ongoing impacts.
- Record plans to improve data collection.
- Plan any further engagement or analysis that may be required.

Use the 'Status' column on the right to indicate whether the action is yet to start, is in progress, or has been completed.

Issue Identified	Action	Lead Officer	Completion Date	Status
Those from a lower socio-economic background may be affected by increase in parking tariffs.	Collect baseline data on current usage	Parking Team		Not yet started
	Review complaints/feedback	Customer service team		Not yet started.
	Explore a discount parking rate for Brent residents from a lower socio-economic background.	Parking Team		Not yet started

11. Describe how you will monitor the actual, ongoing impact of the policy or proposal?

The policy will be monitored monthly through the following measures:

- **Data Collection:** Monitor usage of car parks following implementation of the pilot project.
- **Customer Feedback Analysis:** Working in collaboration with the Customer Services team to review feedback and complaints, evaluating whether responses are positive, negative, or if there is no significant response at all.
- **6 month review:** Assess overall impact on lower socio-economic groups and evaluate effectiveness of the discount scheme to inform policy direction.

This approach will enable the council to identify any emerging issues and determine whether further adjustments or targeted communication are required.

## SECTION F – SIGN OFF

	Signature	Date
Officer:	Celine Ladele	06.01.2026
Reviewing Officer or Head of Service	Sandor Fazekas	06.01.2026

## SECTION G – REVIEW

EIAs are live documents and should be reviewed regularly, especially if there are actions still to be completed or if the proposal has significant equality impacts.

### When to review

- Review every 6 months until all actions in the Action Plan above are complete.
- If new data, feedback, or changes to the service arise, revisit the EIA to make sure it's still accurate.

### Who should review

- The same officer who completed the EIA should carry out the review. If there's been a staffing change, the new lead officer should take over.

### What to update

- Use the Status column in the Action Plan above to show progress (e.g. Not Started, In Progress, Completed). Add comments and updates in the table below — include any new data, evidence, or feedback.

### When reviews can stop

- Once all actions are complete and no further equality impacts are expected, you can stop reviewing the EIA.
- Add rows to the table below as necessary until all actions are completed.

<b>Date of 1<sup>st</sup> Review:</b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<b>Date of 2<sup>nd</sup> Review:</b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<b>Date of 3<sup>rd</sup> Review:</b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	

## EQUALITY IMPACT ASSESSMENT (EIA)

<b>POLICY/PROPOSAL:</b>	To increase Council Tax by 4.99% in 2026/27
<b>DEPARTMENT:</b>	Council wide
<b>TEAM:</b>	N/A
<b>LEAD OFFICER:</b>	N/A
<b>DATE:</b>	09/01/2026

*EIA Guidance is available online, please reach out to [equality@brent.gov.uk](mailto:equality@brent.gov.uk) for any further support.*

### SECTION A – SCREENING

12. Briefly and clearly describe the policy, proposal, change, or initiative, and what it is trying to achieve.

The council is required to make significant savings to deliver a legally required balanced budget. To help overcome this it is proposed to increase council tax by 4.99%, where 2% is ring fenced for Adult Social Care and 2.99% is a general increase. This is the maximum increase allowed by government. The proposal will generate an additional £12.1m of recurring income for the Council and therefore avoid having to make further savings to key council services such as adult social care, children's services, etc.

This will impact all residents within Brent who are eligible to pay council tax. Under the changes that are being made to local government funding, there is more emphasis on generating more funding locally (i.e. becoming more self-determinant). This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to council tax.

13. Are there any groups who may be impacted by your proposal? For reference, Q4 lists all protected groups.

All households in Brent, apart from those who are of state pension age; these households are eligible for 100% council tax discount, however, the discount is only applied following financial assessment of their income.

Band	Amount payable in 2025/26 (Brent share)	Amount payable in 2026/27 (Brent share)	Increase per annum	Increase per month	Increase per week
A	£1,095.18	£1,149.84	£54.66	£4.55	£1.05
B	£1,277.71	£1,341.48	£63.77	£5.31	£1.23
C	£1,460.24	£1,533.12	£72.88	£6.07	£1.40
D	£1,642.77	£1,724.76	£81.99	£6.83	£1.58
E	£2,007.83	£2,108.04	£100.21	£8.35	£1.93
F	£2,372.89	£2,491.32	£118.43	£9.87	£2.28
G	£2,737.95	£2,874.60	£136.65	£11.39	£2.63
H	£3,285.54	£3,449.52	£163.98	£13.67	£3.15

If this proposal is approved, it will affect all households in Brent's residential dwellings, that will see their council tax bills increase, unless they are eligible for council tax support.

14. If no groups are affected, explain why.

Council tax is applicable to all properties, it is not considered that the increase targets any one particular group rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular groups. However, on the latter point there is a council tax support scheme that offers support to vulnerable people and people on low incomes for both pensioners and those of working age. Brent Resident Support Fund (RSF) and Hardship Fund could provide further assistance to vulnerable residents, including but not limited to help with the cost of their council tax bill.

15. Mark with an "X" the potential impact of the policy or proposal on different groups. You can mark more than one box for each group.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
<b>Age</b> - People of different age groups.		X	
<b>Care Experience</b> - People who have been in care for any period of their childhood.		X	
<b>Disability</b> - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.		X	
<b>Gender reassignment</b> - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		X	
<b>Marriage and Civil Partnership</b> - Applies mainly in the workplace, people who are married or in a civil partnership.		X	
<b>Pregnancy and Maternity</b> - People who are pregnant, on		X	

maternity leave, or new parents.			
<b>Race and Ethnicity</b> - People of different ethnicity, nationality, and skin colour.		X	
<b>Religion or belief</b> - People of all faiths, and those with no religious belief.		X	
<b>Sex</b> - Differences between men and women, including disparities in pay, career progression, and health outcomes.		X	
<b>Sexual Orientation</b> - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		X	
<b>Socio-Economic Status</b> – People who are experiencing poverty or socio-economic disadvantage.			X
<b>Other relevant groups*</b> <i>[replace this text and specify where appropriate]</i>		X	

\* Other relevant groups could include Carers, Refugees or Asylum Seekers, Veterans, among others. Review the EIA Guidance for more information.

16. Complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Does the policy or proposal have implications for eliminating discrimination, advancing equality of opportunity, or fostering good relations among different groups?	X	
Does it relate to an area with known inequalities?	X	
Would it add, change, or remove services used by any groups listed in Q4?		X
Does it have negative or positive equality impacts on any groups listed in Q4?	X	
<b>If you have answered YES to ANY of the above, proceed to section B.</b> <b>If you have answered NO to ALL the above, proceed straight to section C.</b>		

## SECTION B – IMPACTS ANALYSIS

17. What data and evidence have you used to understand potential impacts? This could include service user data where relevant. If there is little or no evidence, explain why, and note any plans to improve data collection in future, adding this to the Action Plan in Section E.

The Council has analysed the statutory council tax base return which shows the total number of households that are required to pay council tax and the households who are eligible for council tax support.

Other than this, it is not possible to conduct further impact analyses as the proposed council tax increase will affect households in Brent in different ways based on their financial circumstances. However, low income households will continue to be eligible to apply for council tax support to offset this increase

18. For each characteristic:

- Provide detail for the impact listed in the response to Q4 in the left-hand box.
- Provide data and evidence to explain how you reached your conclusion in the right-hand box.

Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

<b>Age</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Care Experience</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Disability</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

N/A	
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<b>Gender Reassignment</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Marriage and Civil Partnership</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Pregnancy and Maternity</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Race and Ethnicity</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

N/A	
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<b>Religion or Belief</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Sex</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Sexual Orientation</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

<b>Socio-Economic Status</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

<p>An increase in Council Tax is likely to have a negative impact on residents experiencing socio-economic disadvantage. These households typically have lower disposable income and are already managing multiple financial pressures. Additional financial burdens could exacerbate existing inequalities by reducing their ability to meet essential living expenses.</p> <p>Currently 23,912 households receive Council tax Support, based on their income. Any increase in Council tax base means that 35% minimum contribution creates disadvantage for this group</p>	<p>National and local data shows that socio-economically disadvantaged groups spend a higher proportion of their income on fixed costs, leaving them less resilient to unexpected or increased charges. The Index of Multiple Deprivation highlights that areas with higher deprivation often have higher concentrations of low-income households, single-parent families, and individuals reliant on benefits.</p> <p>To mitigate the risk, £1.5m has been allocated to the Hardship fund to support households who cannot afford to pay.</p>
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Other Relevant Groups	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
N/A	

19. Summarise any engagement activities with relevant groups (this may replicate some of the information listed in Q7). State whether those involved represent the people affected by your proposal, or whether more engagement is needed, which should be added to the Action Plan in Section E.

<p>Council Tax increase is generally part of budget consultation and no specific referendum needed as below 5%.</p> <p>The residents impacted by the changes are informed about 13A Hardship payments in our correspondence, hubs, phones and Customer Service Centre. Council Tax Support customers also are aware of this through our website and Cost of Living page.</p>
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20. Provide more detail on any areas identified as requiring further data or detailed analysis.

<p>We are already supporting residents who cannot pay through 13A payments with £1.5m for the year 2025/26. Detailed analysis on ward basis will be produced to show results.</p>
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## SECTION C – CONCLUSIONS

21. Summarise your overall conclusions based on the analysis:

- If there are no impacts, state that here, and **do not complete sections E or G**.
- If you decide not to move forward, explain why, and **do not complete sections E or G**.
- If there are negative impacts, explain what you'll do to reduce them. If you choose to continue despite negative impacts, or if negative impacts remain following your action plan, provide a justification for your decision.
- If there are positive impacts, explain how these could be strengthened, where possible.

If the proposal is rejected, the Adult Social Care budget will have less resources to utilise, which could pose challenges to the service to meet growing demand of current and future service users. Failure to meet the increasing demand and diverse needs of current and future service users, would have a negative impact on those most in need. It will also likely lead to increased crisis costs and further impact upon budget pressures.

The 2.99% increase in council tax for general use should have a positive impact on some equality groups as it prevents an additional reduction in the Council's budget. Without a specific alternative proposal, the exact benefit to specific groups of residents, staff and external stakeholders is uncertain, but a reduction in budget at short notice will limit the scope of the Council to reduce the impact on services used by vulnerable groups of people.

Whilst the council tax proposal will increase the financial pressure on some households, the council tax support scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for council tax support. Households experiencing financial hardship can apply for section 13A Hardship payment for Council tax, Resident Support Fund and other mechanisms through Cost of Living support through our website, Hubs, Partners and Customer Services.

Some residents who live on their own or no one else in the property counts as an adult, will have the impact mitigated by the 25% discount offered to single households.

## SECTION D - RESULT

Select one of the following options with an "X".

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	<b>X</b>
<b>C</b>	<b>CHANGE/ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN AND MONITORING

Unless your proposal has no equality impacts or you are not moving forward, complete the table below to track specific actions to:

- Reduce negative impacts and increase positive outcomes.
- Monitor actual or ongoing impacts.
- Record plans to improve data collection.
- Plan any further engagement or analysis that may be required.

Use the 'Status' column on the right to indicate whether the action is yet to start, is in progress, or has been completed.

Issue Identified	Action	Lead Officer	Completion Date	Status
Inability to pay the council tax increase	Review impact of council tax increase, with a particular focus on understanding the ability to pay for those in arrears by utilising credit reference agencies, monitoring payment patterns and any other information available.	Jasvanti Varsani/Ryan Stephenson	April – June 2026	To be continued in the new financial year

22. Describe how you will monitor the actual, ongoing impact of the policy or proposal?

If the council tax proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated.

The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce council tax by up to 100%. The process for applying is detailed on the Council's website. Applications will be online and managed alongside the Resident Support Fund.

## SECTION F – SIGN OFF

	<b>Signature</b>	<b>Date</b>
<b>Officer:</b>	Asha Vyas	12/01/2026
<b>Reviewing Officer or Head of Service</b>	Ravinder Jassar	12/01/2026

## **SECTION G – REVIEW**

EIAs are live documents and should be reviewed regularly, especially if there are actions still to be completed or if the proposal has significant equality impacts.

### When to review

- Review every 6 months until all actions in the Action Plan above are complete.
- If new data, feedback, or changes to the service arise, revisit the EIA to make sure it's still accurate.

### Who should review

- The same officer who completed the EIA should carry out the review. If there's been a staffing change, the new lead officer should take over.

### What to update

- Use the Status column in the Action Plan above to show progress (e.g. Not Started, In Progress, Completed). Add comments and updates in the table below — include any new data, evidence, or feedback.

### When reviews can stop

- Once all actions are complete and no further equality impacts are expected, you can stop reviewing the EIA.
- Add rows to the table below as necessary until all actions are completed.

<b>Date of 1<sup>st</sup> Review:</b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<b>Date of 2<sup>nd</sup> Review:</b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	

Reviewing Officer or Head of Service:	
<b><u>Date of 3<sup>rd</sup> Review:</u></b>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	