

Why do an Equalities Impact Assessment (EqIA)?

1. Equalities Impact Assessment (EqIA) is part of Oxford City Council's [Public Sector Equality Duty \(PSED\) \(Equality Act 2010\)](#).

The General PSED enables Oxford City Council to:

- a. **identify and remove discrimination,**
 - b. **identify ways to advance equality of opportunity,**
 - c. **foster good relations.**
2. [An EqIA must be done before making any decision\(s\)](#) that may have an impact on people and/or services that people use and depend on.
 3. [An EqIA form is one of many tools](#) that can simplify and structure your equalities assessment.
 4. We are passionate about equalities, and we highly recommend that [Corporate Management Team \(CMT\) reports and all projects must attach an EqIA](#).

A good EqIA has the following attributes:

1. **Comprehensively considers the [9 protected characteristics](#).**

1. Age	6. Race & Ethnicity
2. Disability	7. Religion or Belief
3. Gender Reassignment	8. Sex
4. Marriage & Civil Partnership	9. Sexual Orientation
5. Pregnancy & Maternity	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. Sufficiently considered **potential and real impact** of proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members.
4. **Systematically recorded and reported** any potential and real impact of your proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members
5. **Collected, recorded, & reported sufficient information and data** on how your policy or proposal will have an impact.
6. Offers **mitigations or adjustments** if a PSED has been impacted.

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7. Provides clear **justifications** for your decisions.
8. It is written in **plain English** with simple short sentence structures.

Section 1: General overview of the activity under consideration

1.	Name of activity being assessed.	Procurement and implementation of a new Housing & Asset Management System (HAMS), replacing the current QL, Versaa and DRS solutions used across Oxford City Council (OCC) and Oxford Direct Services (ODS).	2.	The implementation date of the activity under consideration:	Feb 2028
3.	Directorate/Department(s):	Housing Services	4.	Service Area(s):	Landlord Services Housing Needs Community Safety Financial Services Property & Assets Communities & Citizen Services ODS
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	Bill Graves Bgraves@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	Bill Graves Bgraves@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	N/A
9.	Date this EqlA started:	February 2026			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Cabinet papers	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	

Section 2: About the activity, change, or policy that is being assessed.

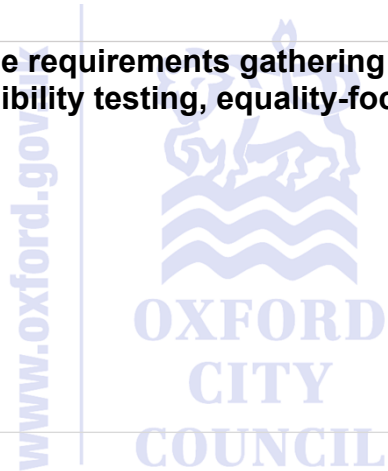
<p>12.</p>	<p>Type of activity being considered:</p> <p>Check the most appropriate.</p>	<input type="checkbox"/>	<input type="checkbox"/> Decommissioning	<input checked="" type="checkbox"/> Commissioning	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/> Others. Please specify:			
<p>13.</p>	<p>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</p> <p>Please check as needed.</p>	<input checked="" type="checkbox"/> Good, affordable homes	<input checked="" type="checkbox"/> Strong, fair economy	<input checked="" type="checkbox"/> Thriving Communities	<input checked="" type="checkbox"/> Zero Carbon Oxford	<input checked="" type="checkbox"/> Well run council
<p>14.</p>	<p>Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil?</p> <p>Please check as needed.</p>	<input checked="" type="checkbox"/> Responsive services and customer care.	<input type="checkbox"/> Diverse and engaged workforce.	<input checked="" type="checkbox"/> Leadership & organisational commitment.	<input checked="" type="checkbox"/> Understanding and working with our communities.	
<p>15.</p>	<p>Outline the aims, objectives, & priorities of the activity being considered.</p>	<p>The HAMS procurement aims to secure a modern, accessible, compliant and resident-centred housing management system that enables OCC and ODS to:</p> <ul style="list-style-type: none"> • Maintain <i>resident safety</i>, including 100% compliance with statutory safety regulations and automated hazard responses. • Achieve full <i>regulatory compliance</i>, particularly for building safety, tenancy management, data retention and reporting duties. 				

	<ul style="list-style-type: none"> • Maintain a complete, accurate <i>Golden Thread</i> of asset data covering the whole building lifecycle. • Enable <i>field-based staff</i> to complete tasks digitally, with real-time data capture and offline capabilities. • Deliver <i>resident-centred digital services</i>, including accessible self-service options available to at least 80% of residents.
<p>16. Please outline the consequences of not implementing this activity. For example, -Existing activity does not fulfil Corporate Objectives, -existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.</p>	<p>Failure to procure and implement a new system would result in:</p> <ul style="list-style-type: none"> • Contract expiry in February 2028, leaving OCC without a functioning housing and asset system. • Breach of statutory and regulatory duties, including building safety, Decent Homes, Awaab's Law, tenancy management and data reporting standards, as well as the inability to collect £70m p.a. in rental income. • Severe operational disruption, as QL, Versaa and DRS underpin core landlord functions and ODS service delivery. • Increased inequalities, as outdated systems limit accessibility, digital inclusion, language/translation support and the ability to tailor services for vulnerable residents. • Inability to meet the Council's Corporate Strategy and EDI commitments, including customer service, transparency and community engagement. • Inability to meet new legislative requirements, e.g. STAIRs (from 2026–2027), LGOF integration, NCSC reporting obligations.

Section 3: Understanding service users, residents, staff and any other impacted parties.

<p>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</p> <p>Please provide details— -when, -how many, and</p>	<p>The procurement strategy includes stakeholder engagement workshops and requirements gathering sessions. Residents will also be involved in the tender evaluation process</p>
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	-the approach taken.
18. List information and data used to understand who your residents or staff are and how they will be impacted. These could be- -third-party research, -census data, -legislation, -articles, -reports, -briefs.	As specific OCC datasets have not yet been identified, assessment has drawn on: <ul style="list-style-type: none"> • Evidence in the HAMS Project Control Document (PCD) regarding regulatory obligations, system users and resident needs. • National frameworks: Housing Ombudsman, Regulator of Social Housing, CORE, LGA digital inclusion data. • OCC strategic documents: Corporate Strategy (2024–2028) and EDI Strategy (2022). • Known demographic patterns among social housing residents (e.g. higher prevalence of disability, long-term health conditions, financial vulnerability). • Accessibility requirements including WCAG 2.2 AA standards for public sector digital services (mandatory baseline from 2026).
19. If you have not done any consultations or collected data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and -how long will you collect the relevant data.	Yes, as part of the requirements gathering exercise, ODS workforce engagement, staff user research, accessibility testing, equality-focused resident focus groups



Section 4: Impact analysis.

20.	Who does the activity impact?	Service Users	Yes <input checked="" type="checkbox"/>	No	Don't Know <input type="checkbox"/>
	Check as needed.	Members of staff	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>

The impact may be positive, negative or unknown.	General public	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>
	Partner / Community Organisation	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>
	City Councillors	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>
	Council suppliers and contractors	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>

21. Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?

Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Older residents gain clearer safety workflows, faster repairs, improved case tracking and assisted digital options. Safeguarding and vulnerability indicators can embed age-related 	<ul style="list-style-type: none"> Assisted digital routes, telephone alternatives, in-person support. WCAG-compliant portals with configurable text size, contrast and simple layouts.

					<p>needs directly into case handling.</p> <ul style="list-style-type: none"> • Older residents may face barriers with digital self-service. 	
<p>Disability (Visible and invisible)</p> <p>304</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Accessibility built into system design through WCAG 2.2 AA compliance. • Ability to record vulnerabilities and adjust service delivery (e.g., mobility needs for repairs). • Real-time data capture reduces repeated retelling of information. • Risk of digital exclusion for residents relying on screen-readers or with cognitive impairments. 	<ul style="list-style-type: none"> • Full compatibility with assistive technologies. • Alternative contact channels remain available. • Accessible appointment communications.
<p>Gender re-assignment</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Improved data protection and privacy; sensitive data stored securely and consistently. • Staff training in using correct names and 	<ul style="list-style-type: none"> • Accuracy checks, mandatory fields for preferred name, and privacy-by-design principles.

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					<p>pronouns can be reinforced via system prompts.</p> <ul style="list-style-type: none"> • Risk of mis-recording if data migration is inaccurate. 	
Marriage & Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Generally neutral impact.	
Race, Ethnicity and/or Citizenship	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Ability to store language requirements improves equality of access. • More consistent service delivery reduces risk of differential outcomes. • If digital platforms are not multilingual, some residents may face barriers. 	<ul style="list-style-type: none"> • Multilingual capability or support for translation tools. • Targeted engagement with groups with low digital literacy.
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Faster reporting and repairs for health-critical hazards (damp, cold, mould) support safety for pregnant residents and infants. • Improved safeguarding. 	<ul style="list-style-type: none"> • Continued availability of telephone and emergency reporting channels.

					<ul style="list-style-type: none"> No negatives identified beyond general digital inclusion risks. 	
306 Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The new HAMS will support more consistent and accurate recording of religion and belief information where already collected. This enables officers to make reasonable adjustments – for example in scheduling appointments, understanding religious practices that may affect access, or providing gender-appropriate staff where feasible. These improvements strengthen personalised service delivery and promote equitable outcomes.</p>	Not required beyond standard data protection and consent practices.
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Enhanced case management supports women disproportionately impacted by unsafe housing conditions or ASB. No sex-specific negative impacts identified. 	

Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Neutral or positive (better privacy, more consistent handling).	
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024. 307	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Better income-related data enables targeted support for arrears, hardship and cost-of-living cases. • Improved service reliability reduces cumulative disadvantage. • People on low incomes may struggle with digital access. 	<ul style="list-style-type: none"> • Assisted digital support, kiosks, community access points, clear offline routes.
Other (voluntary consideration) Sanctuary seeking status leading to intersecting inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Improved recording of language needs, vulnerabilities and communication preferences. • Clearer safeguarding and ASB pathways. • Risk of digital exclusion or fear of interacting with systems. 	<ul style="list-style-type: none"> • Trauma-informed communication; safeguarding protocols; multi-channel contact.

<p>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</p>						
<p>Other For example: - Unpaid carers - Prison population - Homeless population - Council suppliers & contractors - Cabinet Members</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Generally positive impacts due to better data sharing and more responsive case handling.</p>	

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Section 5: Conclusion(s) of your Full Impact Assessment

22.	<input type="checkbox"/>	<p>Conclusions.</p> <p>Stop and reconsider the activity.</p>	<input type="checkbox"/>	<p>Adjust activity before beginning the activity and continue to monitor.</p>	<input type="checkbox"/>	<p>No major change(s) or adjustments</p>	<input checked="" type="checkbox"/>	<p>No major change(s) or adjustments and</p>
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			and continue with activity but continue to monitor.	continue with the activity. No need to monitor in the future.
23.	Please explain how you have reached your conclusions above.	<p>The procurement and implementation of the new HAMS is expected to maintain or enhance existing levels of equity, accessibility, safety and service consistency across Oxford City Council’s housing functions. The Council already operates an established Housing Management System, and digital interactions are already a core part of service delivery. The proposed procurement does not introduce new equalities risks, but rather provides an opportunity to <i>reduce</i> existing inequalities through:</p> <ul style="list-style-type: none"> • improved digital accessibility (WCAG 2.2 AA compliance) • better capture of vulnerabilities and language needs • more consistent service workflows • enhanced support for field-based officers interacting with vulnerable residents <p>¹ While digital inclusion considerations remain important, they relate to ongoing service design rather than to the procurement activity itself. OCC’s multichannel approach (telephone, in-person, assisted digital options) already mitigates potential accessibility issues, and this project does not remove or diminish those routes. For these reasons, the project should proceed as planned, with equalities impacts monitored during system configuration, implementation and post-go-live review.</p>		

Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqlA action plan lies with the service/team completing the EqlA. These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

<p>24.</p>	<p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p>For example- - team, -directorate, -service area, -Equalities Steering Group,etc.</p>	<p>System Project Board</p>		
<p>25.</p>	<p>Who (individual, team, or service area) will be responsible for carrying out the EqIA review?</p>	<p>Bill Graves</p>		
<p>26.</p>	<p>How often will the equality impact be reviewed for this activity?</p> <p>For example- -quarterly, -yearly, etc.</p>	<p>Yearly</p>	<p>27.</p> <p>Date when the EqIA will be reviewed again.</p>	<p>February 2027</p>

Section 7: Sign-off

Name: Lee Barnard

Job Title: System Specialist

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Name: Bill Graves

Job Title: Landlord Services Lead

Signature:

Name: Full Name

Job Title: Type here

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Job Title:

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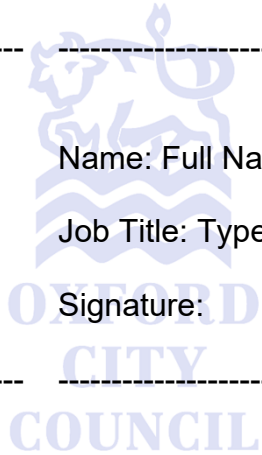
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Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqIA.
- 4) EDI Lead.
- 5) EDI Specialist.
- 6) For joint projects, please consider the following:
 1. Other project leads
 2. Other service area and/or team lead/managers.

This is not an exhaustive list.

You have now reached the end of the assessment.

⚠ Please appended this to any reports and project files for reference.

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