

# **Procurement Guidance for Suppliers**

## **Integrating Equality & Diversity into Procurement**

This document should read in conjunction with the council 'Selling to Newham' guide.

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## What is Equality and Diversity?

The phrases 'Equal Opportunities' and 'Equalities & Diversity' are common-place terms in everyday language. When we hear such phrases, we are directed towards thinking about how it is particular groups of people or sections of our society can be safeguarded from decisions and or actions that would otherwise place them at a disadvantage, if their specific characteristics weren't consciously considered.

Considering the impact of actions and or decisions in this way is regarded as key to promoting a cohesive society, so much so that successive governments have legislated on how it wishes to see individuals treat one another and similarly how organisations treat individuals and other organisations that fall into minority groupings.

In the main these groupings cover:

- o ethnicity
- o sexual orientation
- o age
- o disability
- o gender
- o religion or belief.

## Legal Background

Significant anti-discrimination law is contained in the following statute:

- Race Relations Amendment Act 2000
- Disability Discrimination Act 1995/2005
- Sex Discrimination Act 1975 and Equal Pay Act 1970

The above contain prohibitions on discriminatory practice and applies not just to the council but to all those it uses to provide services on its behalf; a more detailed description of what these cover is appended to this guide.

Council suppliers are required to comply with all equalities legislation, and so the council incorporates these obligations in its contracts with suppliers.

This guide addresses the prohibitions, otherwise referred to as statutory duties the council has under the umbrella of equalities legislation. It also provides organisations, interested in becoming a council supplier, with information about how the council promotes equality in procurement.

## Why equality and diversity in procurement?

Newham Council is the 13<sup>th</sup> most diverse Borough in the country and therefore considers equality and diversity to be an essential element of delivering sustainable benefits in the community.

The council has an Equalities and Diversity policy that sets out how equalities and diversity is promoted. The policy is delivered in a number of ways and covers relationship we have with our officers and suppliers.

Council spending sustains and generates thousands of jobs and as a public body the council has a statutory duty to ensure that public money is spent in a way that ensures value for money and does not lead to unfair discrimination and or social exclusion.

The consideration of equalities in the procurement process helps to ensure this.

The use of Community Benefit Clauses is considered in specific contracts. As suggested by the title, these are specific contract clauses that have the purpose of supporting delivery of a particular benefit in the community. Such clauses are commonly used to promote local employment and to engage organisations/businesses that support those with disabilities and or those whose minority ownership.

Listed below are some of the benefits to be gained by the community when the council considers equality throughout the procurement process.

- Improvement in the quality of local services
- Assurance that public money isn't spent on practices which lead to unfair discrimination
- Promotion of a diverse and integrated workforce
- Delivery of more responsive and flexible services to combat social exclusion and building strong and cohesive communities
- Serve as an example to other organisations embracing the public service ethos on equalities.

The council provides a wide range of services to residents and businesses in the Borough. In some cases these are provided directly by the council, in others by our contractors and partners (third parties). Where these services are provided through a third party the council enters into contracts, which on an annual basis are worth many millions of pounds.

### How the council considers equality through the procurement process

The way in which the council's procurement function observes the statutory duties as prescribed by the umbrella of equalities legislation is to assess equalities at key stages of the procurement process namely: pre – qualification, tender evaluation and contract award.

Listed below are actions that council officers are advised to carry out throughout the process.

Specifying what the council needs

- Council Officers are required to consider whether the service to be procured or outsourced has an equalities impact for the council and or the community. The Equality and Human Rights Commission has produced a checklist (provided at the back of this guide) that is sometimes used to determine whether equality is a core contract requirement. To ensure

that considerations then feed into the procurement process, officers can build these into the specification of service to be issued to bidders.

- The councils [Equality and Diversity Policy statement](#) is reflected in the design and specification of outsourced services.

Pre-qualification and Tendering

- Section D of the council pre qualification questionnaire is dedicated to assessing a bidding organisations statutory equalities history. The council ensures that this is included when issuing PQQs in response to expressions of interests.
- Potential contractors are required to provide the council with information in response to questions on equality. Answers are evaluated as part of the selection process.

If it is determined that equalities is significantly important to the service being outsourced or procured then officers may attach a higher evaluation weighting to this element of the Pre Qualification Questionnaire.

### After Contract Award

If a organisation is successful with it's bid and is awarded a contract then the contractor will be required to attend periodic review meetings and provide monitoring reports on service delivery.

If post-contract monitoring identifies areas for improvement in the contractor's approach to equality the council will, where possible, offer guidance.

The council will monitor the contractor's performance under the contract to ensure equality requirements are met. It can do so in a number of ways. Some are listed below.

- a) Issuing a questionnaire for contractors to complete and return. Information required concerns the contractor's workforce e.g. the number of

employees, gender and ethnicity, and/or

- b) Arranging site visits to see how the contractor is meeting equalities requirements in practice, and/or
- c) Asking a contractor to provide information that demonstrates compliance with any specific equality clause within the contract.

### What contractors and suppliers can do

Appendix A outlines the procurement process for suppliers. The equalities measures applied by the council are specified within.

Appendix B lists the equalities questions within the council's pre-qualification questionnaire.

- Contractors are required to inform the council of all findings made against them relating to discrimination on the grounds of sex, disability, race, sexual orientation, religion or belief or age.
- The effect this has on any application to be a council supplier or an existing contract will be determined after careful consideration by the council of the specific circumstances.

Appendix C provides guidance on answering the equalities questions within Appendix B.

Appendix D provides examples of documents suppliers may wish to submit as evidence in response to a pre qualification questionnaire.

The [Equality and Human Rights Commission](#) (EHRC) (previously known as the Commission of Racial Equality) strongly encourages the promotion of race equality through procurement and recognises the important contribution made by local authorities. The EHRC supports the use of the Common Standard as a means of assessing and ensuring

service providers are suitable. The council has adopted this approach.

The Common Standard requires service providers to demonstrate that they comply with equality in employment legislation..

Appendix E provides an example of the equal opportunity monitoring form (included in the pre qualification questionnaire) that suppliers are required to complete.

### NECTR (Newham's Electronic Contract & Tendering Resource)

NECTR (Newham's Electronic Contract & Tendering Resource) will become the method by which all formal requests for quotes and tenders are acquired on the council's behalf.

NECTR will also be used to monitor statutory equalities matters throughout the course of the contract; once a contract is let and established within the system, contractors will periodically receive a questionnaire concerning equalities.

## Further Information and Useful Contacts

Further information about how to sell to the council is provided on Newham's Website at [Strategic Procurement](#). Please read through this area of the site as this is where additional information supporting the guidance in this document can be obtained.

Suppliers can also make direct contact with:

Strategic Procurement Unit  
Newham Dockside  
1000 Dockside Road  
E16 2QU  
Tel: 020 337 38485  
[Procurement@newham.gov.uk](mailto:Procurement@newham.gov.uk)

Equality and Human Rights Commission  
Helpline  
Freepost RRLG-GHUX-CTR  
Arndale House  
Arndale Centre  
Manchester  
M4 3EQ

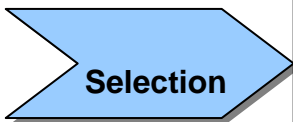
0845 604 6610 - England main number  
0845 604 6620 - England textphone  
0845 604 6630 - England fax  
[Advice from our helpline](#)

The Low Pay Commission  
Ground Floor, 1 Victoria Street  
London SW1H 0ET  
General enquires: 020 7215 8459  
E-mail: [lpc@lowpay.gov.uk](mailto:lpc@lowpay.gov.uk)

# Appendix A - Procurement Process for Contractors



- Check whether equality is a core requirement for the contract being tendered.
- Make sure you understand in broad terms what this means for you
- Check your equalities policy is up-to-date and covers employment and service delivery



- You may be asked if you have any history of discrimination: if a finding has been made against you, be honest and provide evidence to show how you have changed
- If you are asked further questions about equalities, provide full answers and supporting evidence.



- Make sure you are aware of parts of the specification relating to compliance with Equalities Legislation.
- Consider what you need to do to meet the requirements (e.g. you may need to train your staff)
- Check that you fully understand the contract conditions and confirm acceptance
- Use all the information provided by the council (e.g. Equalities Policy)
- Outline how you will fulfil all the elements of the contract.

**If you have been unsuccessful seek feedback on equalities elements.**



## ***After you have won a contract***

- Meet the council to discuss monitoring and managing the contract
- Make sure you understand exactly what is required of you
- Make sure you meet all the requirements of the contract and discuss any difficulties immediately.
- Suggest additional voluntary ways of working with the authority.

**If you have been unsuccessful seek feedback on the equalities elements.**

# Appendix B - Pre-Qualification Questionnaire – Equalities Section

**D EQUAL OPPORTUNITIES**

Newham Council seeks to ensure that all organisations demonstrate compliance with all relevant race, gender and disabilities legislation. Newham Council has adopted the Commission for Racial Equality Common Standards for Race Equality. This framework provides criteria against which the equal opportunities policies of potential suppliers are assessed. The criteria are based on the number of employees and are detailed in Section 1 (Guidance Notes). To assist us, please tick the size of your organisation:

Our organisation is: Level 0  Level 1  Level 2

The Race Relations Act 1976 and the Race Relations (Amendment) Act 2000 places an obligation on employers not to treat one group of people less favourably than others because of their colour, race, nationality or ethnic origin, during the recruitment, training and promotion of employees, and to promote equality of opportunity and good race relations between persons of different racial groups.

**D1** Does your organisation have an Equal Opportunities policy (or Statement) that covers [a] employment and [b] service delivery across at least 6 equalities strands; age, disability, gender, race, religion, sexuality?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

**D2** Does your Equal Opportunities Policy cover:

- a Age discrimination
- b Racial discrimination
- c Gender discrimination
- d Disability discrimination
- e Discrimination on the grounds of religion or belief
- f Discrimination on the grounds of sexual orientation

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

**D3** Please provide a copy of your Equal Opportunities Policy or Statement (See Guidance Notes)

Enclosed: Yes <input type="checkbox"/> No <input type="checkbox"/>
---

**D4** In the last 3 years, has any Court or Industrial Tribunal made any finding of unlawful discrimination against your Organisation?

Yes <input type="checkbox"/> No <input type="checkbox"/>
--

D5 In the last 3 years, has your Organisation been the subject of formal investigation by the Commission for Racial Equality or the Equal Opportunities Commission on the grounds of alleged unlawful discrimination?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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D6 If the answer to D4 is YES or, in relation to D5, the Commission made a finding adverse to your Organisation, please provide details of the finding and the steps that you took in consequence to that finding?

N/a <input type="checkbox"/>	Enc. <input type="checkbox"/>
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D7 (Note: supporting evidence must be submitted for a to d)  
Does your policy on Equal Opportunities cover:

a Recruitment, selection, training, promotion, discipline & dismissal

Yes	Encl.	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b Discrimination, harassment & victimisation, making it clear that these are disciplinary offences within the firm.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

and does this policy include:

c Identification of the senior position with responsibility for the policy and its effective implementation.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

d How you communicate the policy to your staff

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

D8 If your answer to (a), (b) (c) or (d) above is 'no', can you provide other evidence to show how you promote Equal Opportunities in employment?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

D9 Is your policy on Equal Opportunities set out in:

a Instructions to those involved in recruitment, selection, training, promotion, discipline & dismissal?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

b Documents available to employees, recognised Trade unions or other representative groups of employees?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

c Recruitment advertisements or other literature?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

D10 Do you observe as far as possible the Commission For Racial Equality's Code of Practice for Employment, which gives practical guidance to employees and others on the elimination of racial discrimination and the promotion of equality of opportunity in employment, including the steps that can be taken to encourage members of the ethnic minorities to apply for jobs or take up training opportunities? Submitted documentation must support this answer.

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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D11 Does your organisation comply with the following legislation/regulations or the national equivalent legislation/regulations?

Yes	No
-----	----

a. Race Relations Act 1976 (Amendment) Act 2000?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

b. Race Relations Act 1976 (Amendment) Regulations 2003?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

c. Sex Discrimination Act 1975 and 1986 (as amended)

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

d. Sex Discrimination (Gender Assignment) Regulations 1999?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

e. Equal Pay Act 1970 (Amendment) Regulations 2004?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

f. Disability Discrimination Act 1995 (Amendment) Regulations 2005?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

g. Human Rights Act 1998?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

h. Employment Act 2002?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

i. Employment Equality (Religion or Belief) regulations 2003?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

j. Employment Equality (Sexual Orientations) Regulations 2003 (Amendment) Regulations 2007?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

k. Employment Equality (Sex Discrimination) Regulations 2005?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

l. Employment Equality (Age) Regulations 2006 Amendment Regulations 2008?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

m. The Asylum and Immigration Act 1996?

<input type="checkbox"/>	<input type="checkbox"/>
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n. Civil Partnership Act 2004

<input type="checkbox"/>	<input type="checkbox"/>
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D12 If you are not currently subject to UK legislation, please supply details of your experience of working under equivalent material legislation, which in your country is designed to eliminate discrimination (especially racial discrimination) and to promote equality of opportunity.

N/a	<input type="checkbox"/>
Encl.	<input type="checkbox"/>

## Appendix C - Guidance for answering pre qualification questions on equalities

When completing the questionnaire, companies must answer each question fully and supply any documentary evidence requested. Failure to do so, may lead the council to consider the response inadequate.

### Question D1 and D2

If companies have implemented an effective equalities policy, they will be able to answer yes to these questions. It is important for companies to note that their firm's compliance with equalities legislation, mentioned earlier, may be monitored if they are awarded a contract.

### Question D3

Companies with less than 5 directly employed persons must provide a written assurance that the appropriate level of the Common Standard will be achieved following any recruitment which increases the size of firm to 5 or more employees.

Companies at level 1 and over must enclose a copy of their equal opportunities policy.

### Question D4

This question concerns whether any court or industrial tribunal has found your company guilty of unlawful discrimination in the last three years. The council may check your answers against records held by the County Courts and the Central Office for Industrial Tribunals.

### Question D5

This question asks whether any investigation has been carried out, regardless of the outcome. The Council may check responses against information held by the Equality and Human Rights Commission (EHRC). The council is aware that an investigation does not necessarily result in a decision of guilty. Decisions pending investigation will be taken into account when assessing responses.

### Question D6

Where a company has been found guilty of unlawful discrimination, the council would expect to see the steps a company has taken to correct the unlawful act. The Court, Industrial Tribunals or EHRC would have made recommendations about steps to be taken to eliminate discrimination. If you have taken no action or inadequate action, your firm may be refused entry on a tender list.

## Question D7

Examples of documentary evidence;

(a) Instructions to those concerned with recruitment selection, training and promotion.

As evidence of your answer, the council requires sight of examples of any documents, which explain your firm's policies in respect of recruitment, selection, training and promotion as issued to and used by managers, supervisors, personnel officers, etc.

If you are a large firm, you are likely to have detailed procedures for recruiting staff, which may be included in a Code of Practice. Evidence of monitoring is desirable.

Smaller firms may not have such detailed procedures but are still expected to ensure that personnel operate in accordance with a written equalities policy that includes:

- open recruitment practices such as using job centres and local and specialist newspapers to advertise vacancies
- instructions about how the firm ensures that all job applicants are treated fairly

The council does not prescribe evidence, we expect only evidence that your firm uses for these purposes.

(b) Documents available and communicated to employees, recognised trade unions or other representative groups of employees.

The Council requires any document that is issued or available to employees which describes your firm's policy on equalities. You may have a separate race relation's policy or include race relations within a broader equalities policy. Either is acceptable. You may put a copy of your firm's policy on all your notice boards or issue individual employees with a copy.

Whichever method you choose, the council requires a copy of the policy and also to be told how this policy is communicated to your employees. It is also very important that you inform the council of the name and job title of the senior person in your firm responsible for the development and implementation of your equalities policy.

(c) In recruitment advertisements or other literature.

This relates to how you communicate your equalities policy to the population from which you recruit your workforce. Any evidence of how the company makes public its commitment to equality in employment and service delivery should be provided.

(d) In materials promoting your services.

This relates to how you provide information in the literature promoting your services, e.g. translations, making information accessible to people with hearing and visual impairment and physical access for disabled users.

It is essential that you include all the required documentation when you return the completed questionnaire to the council. Failure to do so will result in delay in the processing of your application and may result in your firm being excluded from a tender list.

## Question D8

This question asks you to demonstrate how you promote Equal Opportunities in employment. This information is required as part of your submission.

Question D9

This question refers to companies who have 50 or more employees. Use the Common Standard as a guide (see Appendix D). If applicable supply evidence to support your answer.

Question D10

The Commission of Racial Equality's Code of Practice for Employment, which was approved by Parliament in 1983 contains recommendations for practical implementation of policies to eliminate racial discrimination and enhance equality of opportunity in the field of employment.

Question D11

The legislation outlined contains various prohibitions with regard to discrimination in the provision of goods, facilities and services. The prohibitions relate not only to the council but to all those the council uses to provide services on its behalf. All contractors are therefore required to comply with all equalities legislation, and as such this obligation is incorporated into all contracts.

Question D12

This question relates to non UK companies. Evidence that is equivalent to UK Legislation will be required.

## Appendix D- The Commission for Racial Equalities: Common Standards for Racial Equality

<p><b>Level 0</b> (Organisation of less than 5 persons)</p>	<p>Firms with less than 5 directly employed persons must provide a written statement that confirms they will provide the relevant documentation when the size of their firm increases to 5 or more employees.</p>
<p><b>Level 1</b> (5 to 49 employees)</p> <p>Organisation must achieve Criteria 1 to 4</p>	<ol style="list-style-type: none"> <li>1. All firms between 5 and 49 employees must provide an equal opportunities policy in respect of race, gender and disability that covers at least:             <ol style="list-style-type: none"> <li>(a) Recruitment, selection, training, promotion, discipline &amp; dismissal.</li> <li>(b) Discrimination, harassment &amp; victimisation, making it clear that these are disciplinary offences within the firm.</li> <li>(c) Identification of the senior position with responsibility for the policy and its effective implementation.</li> <li>(d) How you communicate the policy to your staff.</li> </ol> </li> <li>2. Effective implementation of the policy in the firm's recruitment practices, to include open recruitment methods such as the use of job centres, careers service or press advertisements.</li> <li>3. Regular reviews of the policy.</li> <li>4. Regular monitoring of the numbers of job applicants from different gender, disability and ethnic groups.</li> </ol>
<p><b>Level 2</b> (50 or more employees)</p> <p>Organisation must achieve all Criteria 1 to 10</p>	<ol style="list-style-type: none"> <li>5. Provide written instructions to managers and supervisors on equality in recruitment, selection, training, promotion, discipline &amp; dismissal of staff.</li> <li>6. Provide equality training for managers and any staff responsible for recruitment &amp; selection.</li> <li>7. In addition to criterion 4 (level 1) carry out monitoring on the number of employees from different gender, disability and ethnic groups by grade when:-             <ol style="list-style-type: none"> <li>(a) In post</li> <li>(b) Applying for posts</li> <li>(c) Taking up training and development opportunities</li> <li>(d) Promoted</li> <li>(e) Transferred</li> <li>(f) Disciplined and dismissed</li> <li>(g) Leaving employment.</li> </ol> </li> <li>8. If monitoring reveals under-representation of the groups listed in 7 above – to take steps including positive action to address any imbalances.</li> <li>9. Regular reporting and consultation on equality issues within the workforce.</li> <li>10. Mention in the firm's recruitment advertisements and publicity literature that equal opportunities practices are in place.</li> </ol>

# Appendix E

## EQUAL OPPORTUNITIES MONITORING – EMPLOYEES AND DIRECTORS ETC.

Name of Organisation: ..... Date: .....

How many directors/partners/"owners" do you have?

How many employees do you have?

How many are in each ethnic group?

[Column D = directors/partners/"owners" and Column E = employees]

White		D	E	Mixed		D	E	Asian or		D	E
								Asian British			
British				White and Black Caribbean				Indian			
Irish				White and Black African				Pakistani			
Greek-Cypriot				White and Asian				Bangladeshi			
Turkish-Cypriot				Black or Black British				East African Asian			
Kurdish				Caribbean				Chinese or other ethnic group			
Turkish				African				Chinese			

Any other White background please write in		Any other mixed background please write in		Any other Asian background please write in		Any other Black background please write in		Any other ethnic group please write in	
	N <sup>o</sup>		N <sup>o</sup>		N <sup>o</sup>		N <sup>o</sup>		N <sup>o</sup>

### NUMBERS

Directors	Male	<input type="text"/>	Female	<input type="text"/>
	Employees	Male	<input type="text"/>	Female

How many consider that they have a disability?

## Legislation Summary

The Statute outlined below contains various prohibitions with regard to discrimination in the provision of goods, facilities and services. The prohibitions relate not only to the council but to all those the council uses to provide services on its behalf. All contractors are therefore required to comply with all equalities legislation, and as such this obligation is incorporated into all contracts.

### The Race Relations Amendment Act 2000

This amended Race Relations Act imposes a statutory duty on local authorities to have due regard to the need to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between people from different racial groups.

Discrimination based on grounds of ethnicity is illegal in respect of all of the council's functions, this includes procurement.

### The Disability Discrimination Act 1995/2005

Any organisation providing goods and/or services is subject to the application of the Disability Discrimination Act.

The Act has outlawed any less favourable treatment for a reason related to a person's disability that cannot be justified. This is defined as:

- The refusal to provide or deliberately failing to provide any service which the organisations provides or is prepared to provide to the public
- The standards of service or manner in which it provides the service
- The terms on which it provides the service
- In terms of employment, access to employment, promotion or any employee benefit.

The council and all its service providers are expected to make reasonable adjustments to enable disabled people to access goods and services. This includes altering any physical feature, which may make it difficult or impossible for disabled people to use a service.

The Disability Discrimination Act 2005 has significant added power when combined with the 'social considerations' provisions of the new Public Sector Procurement directive. The Act introduced a new, positive duty on the public sector to eliminate discrimination against, and harassment of, disabled people, and to promote equality of opportunity for disabled people. The Act also extended the provisions of the DDA 1995 to all functions of the Council.

### The Sex Discrimination Act 1975 and the Equal Pay Act 1970

The Sex Discrimination Act 1975 and the Equal Pay Act 1970 outlaw discrimination on grounds of gender and marital status. There is a statutory duty on local authorities to promote gender equality.

# Checklist

	IDENTIFYING AND PLANNING THE PROCUREMENT REQUIREMENT	PRE QUALIFICATION	DEFINING REQUIREMENT DRAFTING SPECIFICATION	INVITATION TO TENDER	EVALUATIONS	CONTRACT AWARD	CONTRACT MANAGEMENT
<b>TASKS TO BE COMPLETED FOR ALL CONTRACTS</b>	Determine whether equality is a core to the proposed contract.	Use the corporate PQQ to ask suppliers that have expressed an interest about findings of discrimination in employment and service delivery		Include proposed terms and conditions of contract including equalities clauses in ITT.	Determine who will be responsible for evaluating equality elements at each stage. Ensure this person has had the necessary training on equalities and evaluating tenders.	Ensure performance measures are built into the contract. <i>Ensure staff responsible for drawing up specifications and contract conditions understand the requirements of equalities legislation.</i>	Agree reporting arrangements with the contractor. Monitor the contractor's performance of equality contract conditions.
<b>ADDITIONAL TASKS TO COMPLETE WHEN EQUALITY IS A CORE REQUIREMENT</b>	Review the equality impact of the Council's current arrangements - undertake equality impact assessment, using Equalities Assessment template. If necessary consult on how the contract can assist the council with its obligations to promote equalities.		Include equality requirements in the specification.	Where relevant, include additional contract clauses covering equality in employment and service delivery. Refer to the relevant statutory duties in Equalities Legislation and state equality evaluation criteria in the invitation to tender.	Evaluate tenderers' proposals for meeting equality requirements in the specification.	State the Council's equality requirements in OJEU (Official Journal of the European Union) and any other notice.	