

Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Sustainable and Ethical Procurement Policy 2021-2025
Lead officer(s) name(s) and contact details	Claire Reilly, Head of Procurement Services (Corporate & People) claire.reilly@enfield.gov.uk Deanna Hobday, Strategy and Policy Manager, Corporate Strategy Service deanna.hobday@enfield.gov.uk
Team/ Department	Procurement Services
Executive Director	Fay Hammond
Cabinet Member	Cllr Maguire, Cabinet Member for Finance and Procurement
Date of EqIA completion	March 2021 on-going

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

The Council is producing a new Sustainable and Ethical Procurement Policy to replace the previous Sustainable Procurement Policy 2015-19. The policy sets out the Council's commitment to procure value for money goods, works and services, whilst maximising social value, minimising damage to the environment and ensuring human rights are upheld in supply chains.

The policy focuses on four priority areas: social value, ethical procurement, supporting the local economy and climate action. In each of these areas the policy sets out the Council's and its expectations of suppliers. This includes minimum standards and where suppliers can add value to contracts over and above the provision of core contract requirements.

Sustainable and ethical procurement will help the Council to achieve greater value for money as additional social, economic and environmental benefits are achieved

over and above the provision of core contract requirements. These benefits will assist the Council to deliver on its Council Plan priorities and result in improved outcomes for residents while generating long-term savings. It will also ensure that the Council works with partners who uphold its values and standards.

The policy has a strong focus on how the Council can use its procurement activities to support local businesses, including Small and Medium Enterprise Businesses (SMEs), voluntary sector organisations and ethnic minority owned businesses.

All staff engaged in commissioning and procurement will be responsible for implementing the policy.

SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Age

This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g. older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

The policy should have a positive impact on young people (16-24) and working aged people (aged 16-24).

Enfield has more residents under 20 than the London and national averages.¹ Young people (16-24) in the borough are more likely to be more unemployed than other age groups and this has been exacerbated by the Covid-19 pandemic. The claimant count amongst 16-24 years olds in Enfield rose from 3.7% in October 2019 to 10% in October 2020, representing an increase of 172.5%.² The Claimant Count comprises the number of people over 16 years who are claiming Job Seekers' Allowance or are unemployed claimants of Universal Credit (and required to seek work as part of their claim conditions). The delivery of social value in line with the Sustainable and Ethical Procurement Policy has the potential to impact positively on young people as suppliers are encouraged to provide work experience, apprenticeships and job opportunities to young people and deliver employability support for young people.

The provision of employment and training opportunities through the policy and the expectation of suppliers to have ethical labour practices will also have a positive impact on working age people in general (16-64).

The policy also encourages suppliers to uphold workers rights and treat their employees fairly which will have a positive impact on working age people.

Mitigating actions to be taken

No action required. It is not anticipated that the Sustainable and Ethical Procurement Policy will negatively impact on any age group and it is expected to have a positive impact on working aged people (16-64).

¹ ONS, Population estimates for the UK, England and Wales, Scotland and Northern Ireland, mid-2019

² ONS, Claimant Count, October 2020

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

Overall, the policy should have a positive impact on people affected by disability.

Residents affected by disability are disproportionately impacted by unemployment. In 2019, 42.6% of disabled people in Enfield were in employment. This is lower than the national average, which estimates 53.2% of disabled people are in employment.³ It is also lower than the employment rate of people without disabilities in Enfield which was 69.4% at June 2020.⁴ In line with Council Plan and Fairer Enfield priorities, the policy encourages suppliers to provide employment and training opportunities to Enfield residents affected by special education needs and disability (SEND). As part of the supplier engagement survey, suppliers were asked if they currently offered supported internships and only 31% of suppliers said they did. This compares to 64% of suppliers who currently offer apprenticeships. The policy aims to have a positive impact by prioritising supported internships as way for suppliers to add social value.

The policy also makes reference to the Council's Disability Confident accreditation and encourages suppliers to become accredited. The Disability Confident scheme is designed to encourage employers to recruit and retain disabled people, understand the needs of their disabled employees and ensure that disabled employees can fulfil their potential. In the supplier engagement survey, suppliers were asked which employer accreditations they held; 12% of suppliers surveyed had Disability Confident accreditation.

The policy also sets out the expectation that suppliers will deliver services which are accessible and appropriate to meet the diverse needs of citizens and communities. Suppliers are also able to deliver social value through actively engaging and consulting with service users to design, manage and deliver the

³ ONS, Disability and employment, 2019.

⁴ [Nomis Annual Population Survey](#), year to June 2020

service. This will have a positive impact by ensuring services are accessible to service users who are affected by disability.

It is estimated that there are around 4.5 million people in the UK providing informal or unpaid care, representing around 7% of the population. Around half of informal carers were in employment, with 33% of carers working full-time.⁵ In Enfield, it is estimated that there are over 30,000 unpaid carers.⁶ The policy encourages suppliers to adopt flexible working policies which can help unpaid carers to balance their work and caring responsibilities.

Mitigating actions to be taken

No action required. It is expected that the Sustainable and Ethical Procurement Policy will have a positive impact on people affected by disability.

Gender Reassignment

This refers to 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.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

Overall, the policy should have a positive impact on transgender people.

A survey undertaken by Stonewall and YouGov in 2018 on the experiences of LGBT people in the workplace found that a third of trans people (33%) have been the target of negative comments or conduct from work colleagues in the last year because they are transgender. This includes being the target of derogatory remarks, experiencing bullying and abuse, and being outed without consent. The survey also revealed that fewer than half of LGBT staff (46%) agree that there are equalities policies in place to protect trans people at work.⁷

The policy outlines several expectations of suppliers with regards to equality and diversity such as having an Equality and Diversity policy, providing equality and diversity training for all employees and collecting and analysing workforce monitoring data. In the supplier engagement survey, suppliers were asked if they had their own equality and diversity policy and 95% of the suppliers surveyed did.

The policy also states that the Council uses the Stonewall Workplace Equality Index to measure progress on LGBT inclusion and encourages suppliers to become a

⁵ DWP, [Family Resources Survey 2018/19](#), 26 March 2020.

⁶ Enfield Carers Centre

⁷ Stonewall and YouGov, [LGBT in Britain: Work Report](#), 2018.

Stonewall Diversity Champion as part of the social value framework. In the supplier engagement survey, suppliers were also asked which employer accreditations they held; only one supplier surveyed had Stonewall Diversity Champion accreditation.

Mitigating actions to be taken

No action required. It is expected that the Sustainable and Ethical Procurement Policy will have a positive impact on transgender people.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

No impact anticipated.

Mitigating actions to be taken

No action required.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

Overall, the policy should have a positive impact on people who are pregnant or in the maternity period, particularly with regards to their employment.

Research undertaken by the Department for Business, Innovation and Skills and the Equality and Human Rights Commission (EHRC) in 2016 found that three in four mothers (77%) said they had a negative or possibly discriminatory experience

during pregnancy, maternity leave, and/or on return from maternity leave. Around one in nine mothers (11%) reported they felt forced to leave their job.⁸ The policy outlines several expectations of suppliers with regards to equality and diversity such as having an Equality and Diversity policy, examining existing policies and practices to identify barriers to equal opportunities and reviewing recruitment, selection, promotion, training and termination procedures to ensure no discrimination is being practised.

The policy also encourages suppliers to adopt flexible working policies which could assist those in the maternity period to balance their work and childcare responsibilities.

Mitigating actions to be taken

No action required. It is expected that the Sustainable and Ethical Procurement Policy will have a positive impact on those who are pregnant or in the maternity period.

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

Overall, the policy should have a positive impact on people from ethnic minorities.

Enfield is a diverse borough. Based on 2019 Enfield Ethnicity estimates, residents from White British backgrounds make up 35% of Enfield’s inhabitants with other White groups at 23%, Other Ethnic Groups at 5%, Mixed Groups at 6%, Asian Groups at 11% and Black groups at 18%. The ‘Other White’ group is composed largely of Greek and Turkish Cypriots and Turkish ethnicities.

42.2% of company directors in Enfield are non-UK nationals.⁹ According to the new draft Economic Development Strategy, ethnic minority led businesses often recruit and retain staff at a very local level. The policy states a number of measures the Council will take to support ethnic minority led businesses in the borough including:

- Committing to paying SMEs, ethnic minority owned businesses and local businesses 10 days after receipt of an acceptable invoice (the Council’s standard payment terms are to pay suppliers 30 days after receipt of an acceptable invoice).

⁸ Department for Business, Innovation and Skills and Equality and Human Rights Commission, [Pregnancy and Maternity-related Discrimination and Disadvantage: Experience of Mothers](#), 2016.

⁹ LBE, Economic Development Strategy, 2021

- Increasing number of ethnic minority owned businesses in the Council's supply chain.
- Encouraging its suppliers to take steps to improve supplier diversity, in particular increasing number of ethnic minority owned businesses in their supply chain.

These steps will have a positive impact on people from ethnic minorities who run a business.

The UK employment rate for people from minority ethnic backgrounds was 8.5% in July-September 2020, compared to 4.5% for people from a White ethnic background. People from Black (11.6%) and Pakistani (11.1%) ethnic backgrounds had the highest unemployment rates.¹⁰ National analysis also reveals that the sectors most affected by the coronavirus pandemic (i.e. those sectors which have been shut down) have a higher than average proportion of workers from a minority ethnic group. 15% of workers in the 'shut-down' sectors are from a minority ethnic group, compared to a workforce average of 12%.¹¹ The provision of high-quality employment and training opportunities through the policy will also have a positive impact on people from ethnic minorities backgrounds who are unemployed or who have been economically negatively impacted by the Covid-19 pandemic.

Workers from ethnic minorities are also disproportionately impacted by low pay and insecure work. 18% of Black, Asian and Minority Ethnic (BAME) workers are in low paid and insecure work, compared to 15% of white workers.¹² According to ONS data, the ethnicity pay gap between White and ethnic minority employees is 23.8% in London.¹³ The policy states that Enfield Council is an accredited London Living Wage employer, meaning that all directly employed Council staff are paid at least the London Living Wage (LLW). The policy encourages the Council's suppliers to adopt the LLW and commits the Council to only working with suppliers who pay the London or Real Living Wage by 2024. The policy also states that the Council does not offer zero-hours contracts and encourages its suppliers to do the same. This will positively impact on people from ethnic minorities who are disproportionately impacted by low pay and insecure work.

The policy outlines several expectations of suppliers with regards to equality and diversity such as having an Equality and Diversity policy, providing equality and diversity training for all employees and collecting and analysing workforce monitoring data. According to research undertaken in 2019 by the Centre for Social Investigation at Nuffield College, University of Oxford, people from ethnic

¹⁰ ONS, [Labour market status by ethnic minority group](#), 10 November 2020

¹¹ Parliamentary briefing paper, [Coronavirus: impact on the labour market](#), 3 February 2021

¹² Living Wage Foundation and New Economics Foundation, 2020

¹³ ONS, [Ethnicity pay gaps: 2019](#), 12 October 2020. NB. The data was collected before the Covid-19 pandemic.

minorities have to send 60% more job applications to get a positive response from an employer than white British candidates.¹⁴ The policy states that the Council expects all suppliers to review their recruitment, selection, training, promotion and termination procedures to ensure no discrimination is being practised and to consider how they can encourage applications from underrepresented groups.

According to engagement through the multi-agency Gypsy, Roma and Traveller Board, many GRT owned businesses face barriers to working with the council and feel unable to compete with others in the tender process. Barriers included different ways of working such as using newspapers to find out about job opportunities and being paper-based.

Mitigating actions to be taken

- The Council is currently unable to monitor the number of ethnic minority-led businesses in its supply chain. The action plan will include an action to establish monitoring systems which will enable the Council to track the number of ethnic minority led businesses in its supply chain.
- We are looking into how the Council could assist GRT owned businesses to participate in its supply chains.

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

No impact anticipated.

Mitigating actions to be taken

No action required.

¹⁴ Centre for Social Investigation, [Are employers in Britain discriminating against ethnic minorities?](#), 2019

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

Please provide evidence to explain why this group may be particularly affected.

Overall, the policy should have a positive impact on men and women.

Women are disproportionately affected by low pay. Female employees are more likely than men to be working in jobs paying below the voluntary Living Wage rate (as set by the Living Wage Foundation). Around 24.4% of female employees had hourly pay below the voluntary Living Wage rate (as set by the Living Wage Foundation) at April 2019, compared to 15.6% of male employees¹⁵.

The policy states that Enfield Council is an accredited London Living Wage employer, meaning that all directly employed Council staff are paid at least the London Living Wage (LLW). The policy encourages the Council's suppliers to adopt the LLW and commits the Council to only working with suppliers who pay the London or Real Living Wage by 2024. As women are more likely to be paid below the Real Living Wage, this is likely to have a greater positive impact on women. However, it will also positively impact male employees who are paid below the Real Living Wage.

Over half of mothers (56.2%) said they had made a change to their employment for childcare reasons, compared with 22.4% of fathers.¹⁶ The policy encourages the Council's suppliers to have a flexible working policy which could assist parents to balance work and childcare responsibilities. Although statistics suggest a flexible working policy would have a greater positive impact on women, this could also benefit men who have childcare responsibilities.

Men are significantly more likely to run Small Medium Enterprises (SMEs). In 2018, 43% of SME businesses were majority-led by men, defined as controlled by a single man or having a management team of which a majority were men, this compares to 17% that were women-led.¹⁷ These statistics suggest that the focus in the policy on increasing the number of SMEs in the Council's supply chain and encouraging the Council's suppliers to contract with SMEs is likely to have a greater positive impact on men. However, it will also positively impact on the smaller number of SMEs which are majority led by women.

¹⁵ ONS, Annual Survey of Hours and Earnings, 25 October 2018

¹⁶ ONS, [Families and the labour market](#), 24 October 2019

¹⁷ BEIS, [Small Business Survey](#), 2018

Mitigating actions to be taken

No action required. It is expected that the Sustainable and Ethical Procurement Policy will have a positive impact on men and women.

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

Overall, the policy should have a positive impact on people who identify as LGBT.

A survey undertaken by Stonewall and YouGov in 2018 on the experiences of LGBT people in the workplace found that more than a third of LGBT staff (35%) have hidden or disguised that they are LGBT at work in the last year because they were afraid of discrimination. The survey also found that almost one in five LGBT staff (18 per cent) have been the target of negative comments or conduct from work colleagues in the last year because they're LGBT.¹⁸

The policy outlines several expectations of suppliers with regards to equality and diversity such as having an Equality and Diversity policy, providing equality and diversity training for all employees and collecting and analysing workforce monitoring data. The policy also states that the Council uses the Stonewall Workplace Equality Index to measure progress on Lesbian, Gay, Bi and Trans inclusion and encourages suppliers to become a Stonewall Diversity Champion as part of the social value framework. In the supplier engagement survey, suppliers were asked which employer accreditations they held; only one supplier surveyed had Stonewall Diversity Champion accreditation.

The Stonewall and YouGov survey also revealed that 1 in 5 LGBT people (18%) who were looking for work said they were discriminated against because of their sexual orientation and/or gender identity while trying to get a job in the last year. The policy states that the Council expects all suppliers to review their recruitment, selection, training, promotion and termination procedures to ensure no discrimination is being practised.

¹⁸ Stonewall and YouGov, [LGBT in Britain: Work Report](#), 2018.

Mitigating actions to be taken

No action required. It is expected that the Sustainable and Ethical Procurement Policy will have a positive impact on people who identify as LGBT.

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

Overall, the policy will have a positive impact on people who are socio-economically disadvantaged.

The Joseph Rowntree Foundation (JRF)'s annual report on poverty in the UK highlighted the need to combat high levels of in-work poverty by increasing the availability of secure, well-paid and good quality work.¹⁹ The Sustainable and Ethical Procurement Policy supports this initiative as it sets out the Council's expectations of its suppliers to support decent work and fair pay in Enfield.

One in five workers (19%) in Enfield are on low pay, twice the London average.²⁰ Enfield's Poverty and Inequality Commission highlighted the need to tackle low pay within the borough. The policy states that Enfield Council is an accredited London Living Wage employer, meaning that all directly employed Council staff are paid at least the London Living Wage (LLW). The policy encourages the Council's suppliers to adopt the LLW and commits the Council to only working with suppliers who pay the London or Real Living Wage by 2024. This will positively impact on people who are on low pay.

In the year to June 2020, an estimated 71.2% of working-age people in the borough were in employment.²¹ The employment rate in Enfield is below that of London and the UK. At November 2020, Enfield's unemployed claimants make up 9.1% of the working age population, a higher rate than the averages for London (8.1%) and England (6.4%).²² There is also expected to be a significant increase in

¹⁹ Joseph Rowntree Foundation, [UK Poverty 2020/21](#), 13 January 2021

²⁰ ONS, Annual Survey of Hours and Earnings, 25 October 2018

²¹ [Nomis Annual Population Survey](#), year to September 2020

²² ONS, Regional labour market: Claimant count by unitary and local authority, 22 January 2021

unemployment when the Coronavirus Job Retention scheme closes later in 2021.²³ The provision of employment and training opportunities through the policy will also have a positive impact on unemployed residents. In addition, the focus in the policy on increasing number of SMEs and Enfield-based businesses in the Council's supply chains and encouraging suppliers to use local businesses in their supply chain will have a positive impact as these businesses are more likely to employ local people.

Companies House data reveal that, between July and September 2020, 2,114 new businesses were registered which represents an increase of 42% on the same period in 2019. It is impossible to prove a direct link between new businesses formations and the rise in unemployment that we have observed since March this year, but it seems likely that the two are related. According to BankSearch data, 1088 new business bank accounts were set up in Enfield during the period of July to September 2020. The setting up of a new business bank account is another sign of a business start-up and is arguably a more robust measure than Companies House data as it indicates a commitment to trade. The highest number of new business accounts were opened in Edmonton Green, Upper Edmonton, Jubilee and Lower Edmonton wards which are all wards with relatively high levels of deprivation according to the Index of Multiple Deprivation (IMD) 2019.

The policy states a number of measures the Council will take to support local businesses and increase the number of local businesses in its supply chain including:

- Committing to paying SMEs and local businesses 10 days after receipt of an acceptable invoice (the Council's standard payment terms are to pay suppliers 30 days after receipt of an acceptable invoice).
- Seeking a minimum number of local quotations for contracts below EU threshold.
- Carrying out pre-market engagement and market warming events.
- Encouraging its suppliers to take steps to improve supplier diversity, in particular increasing number of SMEs and local businesses in their supply chain. Suppliers are also encouraged to provide relevant and practical business advice to local businesses and SMEs to make them supply chain ready.

As the policy sets out a number of expectations of Council suppliers, there is the potential that this may overburden SMEs and local businesses and make them unable to compete for Council contracts. This could potentially have a negative impact on local business owners from socio-economically disadvantaged areas.

Mitigating actions to be taken.

To ensure that local businesses are not overburdened when tendering for Council contracts, the implementation section of the policy allows officers to be flexible and

²³ Parliamentary briefing paper, [Coronavirus: Impact on the labour market](#), 3 February 2021

give exemptions from certain requirements where the size of the supplier does not warrant their fullest application. In addition, as outlined above, the Council will take a number of steps to encourage and support local businesses to bid for Council contracts.

SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

This section will be further developed as the development of the policy progresses.

Initial considerations:

- Policy will contain measures of success to monitor its implementation.
- Implementation of the policy will be the responsibility of all services engaged in procurement, Procurement Services and the Departmental Procurement Boards.
- The Corporate Procurement Board will be responsible for reviewing and updating the policy when necessary and monitoring the measures of success on an annual basis.

SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments