

Cabinet

Tuesday 19 January 2021

11.00 am

Online/Virtual: This meeting will be livestreamed on Southwark Council's YouTube channel here: <https://www.youtube.com/user/southwarkcouncil>

Supplemental Agenda No. 1

List of Contents

Item No.	Title	Page No.
18.	Update on Fairer Future Procurement Framework To approve the refreshed Fairer Future Procurement Framework (FFPF).	1 - 30

Contact

Paula.thornton@southwark.gov.uk or virginia.wynn-jones@southwark.gov.uk

Date: 11 January 2021

Item No. 18.	Classification: Open	Date: 19 January 2021	Meeting Name: Cabinet
Report title:		Update on Fairer Future Procurement Framework	
Ward(s) or groups affected:		All	
Cabinet Members:		Councillor Rebecca Lury, Finance & Resources	

FOREWORD - COUNCILLOR REBECCA LURY, CABINET MEMBER FOR FINANCE & RESOURCES

This report provides an update on work done to date to enhance the council's commitment to social value through its Fairer Future Procurement Framework and also proposes further changes to the Framework to refresh it. These will help ensure that it remains a living document in line with the findings of the education and business scrutiny commission's investigation into the accessibility of procurement opportunities in Southwark to local businesses and community organisations.

The revised Framework seeks to bring together commitments made in the Borough Plan, Southwark Stands Together and the Economic Renewal Plan and also includes updates in respect of Equality, Diversity and Inclusion in the council's procurement processes.

It recognises that further work will need to be undertaken to review how social value is measured and assessed and to consider social value for lower value procurements and its potential impact on smaller businesses.

RECOMMENDATIONS

1. That cabinet approve the refreshed Fairer Future Procurement Framework (FFPF), at appendix 1.
2. That cabinet note the update on actions taken to enhance the council's commitment to social value in procurement.
3. That cabinet agree to delegate the approval of minor and consequential amendments to the FFPF (e.g. new targets following the finalisation of the council's Climate Change Strategy) to the Director of Law and Governance, in consultation with the Cabinet Member for Finance & Resources.

BACKGROUND INFORMATION

4. A review by overview & scrutiny committee of commissioning and procurement in Southwark in 2015 led to the development of the first

Fairer Future Procurement Strategy (FFPS). This aimed to introduce clear processes, including Gateway 0 reports for services over £10m in value, briefings for cabinet members for all procurements over £100k in value and enhanced provisions relating to blacklisting.

5. Following this, the council approved the Council Plan 2018-22 and revised Fairer Future Commitments in November 2018. These changes were reflected in an updated document, the Fairer Future Procurement Framework (FFPF), which incorporated changes to legislation, guidance and policies, made reference to social value, the Construction Charter and the End Violence at Work Charter, and strengthened provisions in relation to workforce issues.
6. The revised Framework was approved by cabinet on 18 June 2019 and cabinet was also asked to note next steps for enhancing the council's commitment to social value in procurement, with a report to be brought back on their implementation and impact.
7. At their meeting in December 2020, cabinet received a report which considered the recommendations made by the education and business scrutiny commission in July 2020 following their investigation into the accessibility of procurement opportunities in Southwark to local businesses and community organisations and their review of the council's early activity to implement social value provisions of its Fairer Future Procurement Framework. This report builds on that and also proposes further changes to ensure this is a living document best supporting the council's needs and aspirations from partner organisations it enters into contracts with.

KEY ISSUES FOR CONSIDERATION

8. As the education and business scrutiny commission noted in their report to cabinet in July 2020, there is currently a gap between where the council is and where it wishes to be in terms of its strategic ambitions in respect of accessibility to small businesses and existing social value practice within the procurement landscape, as well as having the data to measure and report upon these areas. The report back to cabinet in December 2020 recognised that many of the areas identified through the commission's review need to be considered in the context of broader priorities and work streams already being undertaken across the council, including the Fairer Future Procurement Framework and also Southwark Stands Together, the Borough Plan, and the Economic Renewal Plan. Recommendations which are of particular relevance to the work on the refresh of the FFPF have been considered in the paragraphs below.
9. The scrutiny commission recommended that the council should collect equalities data and local spending data. The refreshed FFPF includes a commitment to supporting this aspiration and the ongoing Southwark Stands Together programme, the Economic Renewal Plan aspirations and the refreshed Borough Plan are all relevant to this piece of work. However, the collection of data has significant resource implications (in terms of staffing and potentially changes to IT systems) and its implementation is

dependent on additional funding, a bid for which is being made as part of the council's 2021-22 budget setting process.

10. It should be noted that successful implementation of these proposals is dependent on the voluntary provision of information by businesses and work to be undertaken will include consultation and engagement with them.
11. The scrutiny commission also proposed that the council should commit to build community wealth through greater local procurement and this has also been picked up within the refreshed Framework.
12. The report back to cabinet on the scrutiny commission's review also noted that, in relation to its recommendation that the council should share best procurement practice across departments, this was already in place through newsletters and drop in advisory sessions, but would be considered further.
13. When the FFPF was approved by cabinet in June 2019, a number of next steps were identified. Table 1 below addresses each of these and provides an update on action taken, with issues highlighted for further consideration where relevant, in light of the wider picture set out above.
14. It should also be noted that, although some of the actions below have been addressed relatively easily and speedily, others have resourcing implications. As was explained in the report to cabinet in December 2020, a request for additional resources to take forward this work is being made as part of the council's 2021-22 budget setting process.

Table 1: Update on next steps to be taken following agreement of the FFPF in June 2019

Next step	Update
Publish the FFPF on Southwark's website so this is available as a public document to any external organisation that might wish to work with the council.	Action complete – FFPF is on the council's website as a public document and can be found at: Policy and guidance for procurement
Publish the FFPF on the council's intranet with supporting guidance for council officers, e.g. on the new social value evaluation requirements and incorporate these into existing templates.	Action complete – updates to documents, guidance and templates to support the roll out of the FFPF were made by a cross-council working group. Guidance on the use of the London Living Wage (LLW) / the real UK Living Wage as set by the Living Wage Foundation has been reviewed alongside guidance on monitoring of its application as part of contract management.
Review the social value portal's themes, outcomes	This needs to be considered in light of the scrutiny commission's

Next step	Update
and measures (TOMs) in the light of successful pilots, to ensure that these are prioritised and aligned to the council's fairer future commitments.	recommendation about embedding tailored social value requirements and taking a 'maximising social value' approach across all departments. This report sets out the proposed next steps to ensure that the council can move towards delivering social value in lower value procurements, whilst taking account of the potential impact on smaller businesses and their ability to meet additional requirements.
Review the outcomes of the climate emergency summit in July 2019 and potentially incorporate additional targets and actions.	A draft Climate Change Strategy was approved for consultation by cabinet in July 2020. Once this has been finalised, work to incorporate relevant targets and actions into the FFPF will be undertaken.
Work to understand whether additional training is required.	Action under way – training for officers has been developed, including social value and the achievement of best value, as part of a digital training package available to all staff via MyLearningSource. Further consideration of the development of staff skills in respect of: a) Promoting staff competencies in procurement, commissioning and contract management b) Improving contract management by continuously improving and learning from experience of 'relationship management' and identifying tools, best practice and training as appropriate was deferred pending the proposed restructuring of the procurement advice team and the need to prioritise resources during the pandemic.
Bring the Southwark construction charter back to cabinet for approval in September 2019. Once agreed, it will be incorporated into future construction contracts entered into by the council.	The Southwark construction charter is based on the Unite charter and is on hold pending ongoing consideration by the trade union of revisions: it will be brought back to cabinet once Unite has finalised the wording.
Amend and update guidance for officers on relevant contracts and justifications for the grounds for best value when	Action complete – the obligations set out in the FFPF have been incorporated into the terms and conditions of the council's contracts.

Next step	Update
assessing the payment of the London Living Wage (LLW) or real UK Living Wage (as set by the Living Wage Foundation).	
Undertake further investigation into the work of 'Electronic Watch' which monitors the public procurement of electronic goods and supply chains, with a view to see what more the council needs to do to ensure the rights of all workers in our electronic supply chain are respected and their working conditions are safe and decent	This action was put on hold during the pandemic with prioritisation of resources as this work requires the involvement of the shared IT service. Resources to undertake this work have yet to be identified.
Keep legislative changes and new policies that support and further the aims of the council, such as the mayor's good works standard, under review and incorporate into the FFPF where appropriate.	Action is ongoing and changes made to date are listed in the FFPF's version control section to maintain a full audit trail. Areas for consideration that were identified by the scrutiny commission have been set out in the paragraphs above this table. Other policies that support the aims of the council and have been incorporated into the FFPF where appropriate are the Economic Renewal Plan and the Borough Plan. The paragraphs below set out action taken to include these in the refreshed FFPF.

The refreshed Fairer Future Procurement Framework

15. The refreshed Fairer Future Procurement Framework is attached at appendix 1. The paragraphs above have identified some of the changes made as part of the next steps identified by cabinet in June 2019 and also following the scrutiny commission's review. Further changes made in light of other policy commitments are set out in the paragraphs below.
16. The Economic Renewal Plan includes a work stream (2.19) being led by the Local Economy Team to support Southwark BAME-led and women-led businesses to secure contracts with public sector anchor institutions. One of the key tasks is to develop a plan of support, aligned to the FFPF, to assist these enterprises to bid for and secure public sector contracts. These commitments are also set out in the council's Borough Plan and are reflected in the refreshed FFPF.

17. The Economic Renewal Plan also sets out a work stream (2.20) to encourage all Southwark businesses with more than 50 employees to publish their BAME and gender pay gaps (this is also included in the council's Borough Plan) and notes that as part of the FFPF, the council will request that all contractors with 50+ employees commit to publish their BAME and gender pay gap on contracts greater than £100k and will also develop an engagement plan with Southwark businesses to encourage them to do this. The requirements for the gender and BAME pay gap information that go above and beyond statutory provisions are already within the FFPF.

Review of the FFPF's implementation

18. A review of the impacts of the Fairer Future Procurement Framework (FFPF) was undertaken and the feedback has been:
- Only those companies within London can sign up to the Mayor's Good Work Standard formally via the GLA's online assessment process. Companies outside London signing up to principles of the Mayor's Good Work standards need to confirm their commitment to the council via other means.
 - The impact of Covid-19 has affected the ability of suppliers and council contract managers to focus on or deliver some of the requirements of the FFPF because of:
 - a. extensions to existing contracts, which are not subject to the FFPF as procurement activities have been delayed.
 - b. a focus on delivering the core contract in a Covid-compliant manner
 - c. lack of resourcing capacity to provide management information e.g. gender and BAME pay gap information.
 - d. the inability to deliver some social value commitments in a Covid-compliant manner e.g. career talks at school.
19. There has been a delay to the planned restructure of the Procurement Advice Team and available resource, as well as the challenge with delivering training remotely and with dealing with the pandemic, has meant that some elements of the planned training and contract management guidance in support of the aspirations of the FFPF have yet to be delivered.

Social Value

20. Social Value is defined by the Public Services (Social Value) Act 2012 (PSSVA) as "the additional benefit to the community from a commissioning or procurement process over and above the direct purchasing of goods, services and outcomes".
21. The Act requires considerations at the pre-procurement stage of how the procurement might "improve the economic, social and environmental well-being of the relevant area" via the procurement process.
22. The council's approach goes further than the requirements of the Act,

which covers only services contracts over £189k in value. The FFPF confirmed that social value should be considered for inclusion in all contracts (goods, works and services) over £100k.

23. In recognition of the significant impact that the council's spend can have on its residents and local area, the FFPF states that all tenders, over £100k in value should include social value criteria equivalent to at least 15% of the tender evaluation scores. Full details of the evaluation criteria and the assessment of social value should be set out in the gateway 1 report as this has to be assessed on a case-by-case basis.
24. The ideal area for social value is to be a win/win: of benefit to the council / borough but practicable for a supplier to offer. This may be offering apprenticeships, work placements or career talks at schools. Equally it can also cover elements around efforts towards meeting the council's environmental targets e.g. carbon reduction targets (aiming for a carbon neutral borough by recycling / use of sustainable materials / reduction in use of single use plastics).

Social Value Portal

25. The council has invested in the Social Value Portal (SVP). The system provides a way for organisations to place social value bids as part of a tender process. These social value bids are evaluated by the SVP as part of the tender evaluation and the portal allows a clear record of the commitment that will form part of the contract if the bid is successful. Once in contract, suppliers will use the portal to record and reflect their delivery against these commitments as part of on-going contract management and monitoring.
26. Social Value Portal (SVP) have developed a nationally available model that can be used to set and record social value Themes, Outcomes and Measures (TOMs). The TOMs framework establishes a way in which social value can be given a quantifiable value, with measures e.g. apprenticeships or work placements, that are from the public sector Green Book (budget figures) and provide a measure of societal benefit rather than to the individual council.
27. The benefits of using this model include the provision of a quantitative means of comparison between different types of social value. The use of the national TOMs also allows for comparison and benchmarking across the council and with other public sector contracting authorities.
28. The SVP operates as an online tool for suppliers to input their bid for the social value outcomes to be delivered if they are successful, as part of a tender process.
29. If it proves difficult to deliver the social value as envisaged, the TOMs framework also has remedies within contracts that initially look for suppliers to propose alternative social value options (of similar value) that

they are able to deliver during the contract.

SVP Pilots

30. Four pilot projects were selected to use the SVP as part of the procurement exercise. During the pilots, the evaluation percentage allocated to social value was split into 50% to the cost of the social value to be delivered (against the green book values) and 50% to the quantitative submission about how these social value elements would be delivered. As noted, support from the SVP team in evaluation of the SV bids and any clarifications was given.
31. There is no cost to suppliers for using the portal as part of the tender process but the winning bidder must pay a cost that is equivalent to 0.2% of the annual contract cost, with a minimum of £500 and a maximum of £5k per annum. The winning bidders are then given access to the portal during the life of the contract to upload evidence of the social value that they have delivered. The contract managers are given updates from the portal in line with agreed timelines for contract management meetings (usually quarterly) which confirm whether the social value commitments are being delivered.
32. The tenders selected to be part of the SVP pilot were:

Service Area	Contract	Total Contract Value	Duration (max)	% Social Value Evaluation Criteria	Start Date
1. Children's and Adults Services	Community Hubs for Older People and Carers	£400,000	5 years	15%	05/05/2020
2a. Environment and Leisure	Highways Works - Maintenance	£15.9m	5 years 9 months	10%	01/07/2020
2b. Environment and Leisure	Highways Works – Projects	£55.4m	5 years 9 months	10%	01/07/2020
3. Environment and Leisure	Parking Enforcement	£37.5m	10 years	10%	01/06/2020
4. Environment and Leisure	Air Quality Monitoring Stations (AQMS)	£343,500	5 years	10%	01/04/2020

SVP Pilot Outcomes

33. In financial terms, the social value commitments achieved for these tenders, following the procurement processes were:

Contract	Annual Contract Value	Social Value commitment	Social Value Commitment p.a.
1.Community Hubs for Older People and Carers	£80,000	£4,523,903	£904,780
2a.Highways Works - Maintenance	£2,765,217	£4,742,374	£824,760
2b.Highways Works – Projects	£9,634,782	£982,103	£980,759
3.Parking Enforcement	£3,750,000	£5,084,931	£508,493.10
4.Air Quality Monitoring Stations (AQMS)		£5,443	£1,088

34. Specific examples of the social value commitments made via the Social Value Portal include commitments to local employment as part of the contract, apprenticeships, training opportunities and meaningful work placements. The hub saw staff supporting service users to volunteer or be involved in skills swaps. Both highways contracts included training, and work placements, as well as support for local supply chains and spend with SMEs. The Air Quality Monitoring included reductions to carbon emissions, and the parking contract saw support for initiatives to tackle homelessness and advice to local SMEs.

Findings of the pilots

35. From the pilots, a number of lessons have been learnt:
- Not having social value evaluation criteria that mandate the exclusion of bidders linked to minimum scoring in this section (as is often used in quality criteria)
 - That it may be difficult to use the SVP for some social service contracts of the Community Hubs, given the nature of the contract to be delivered, i.e. community engagement and the creation of social value
 - Some services or goods contracts, with little presence within Southwark (such as the AQMS) or which have little profit within their delivery versus contract value (such as the agency staff contract) have little social value to offer to justify the use of the SVP
 - Larger contracts with defined spend are most suited to this model being used
 - Framework agreements with undefined contract values, necessitate using a nominal value during the tender process, meaning a lag in matching actual spend to SV commitments.
 - The delivery of SV is not linear: contract performance at the start is usually prioritised, with SV being focused upon as the contract progresses.
36. In light of the above, it is suggested that guidance is issued to require that the use of the SVP is considered for contracts for goods and services over £4m and works contracts £15m as part of the procurement process.

37. The TOMs and its measurement framework for social value can be used independently from the portal and is, at present being used for appropriate contracts over the Public Contract Regulations thresholds. It is now suggested that this model's use is extended, to include all appropriate contracts over £100k.
38. However, as noted, a check on the nature of the contract needs to be undertaken and any variation from these amendments should be noted in gateway one report.

Next Steps

39. Given the nature of the current economic climate and impact of Covid-19 on businesses and the move to support greater local and small business support, a further review should be undertaken of the way in which social value (both what and how) is measured and assessed in procurement activities. This needs to include consideration of social value for lower value procurements, whilst taking account of the potential impact on smaller businesses and their ability to meet additional requirements.
40. As noted above, changes to legislation and new or amended policies, have been and will continue to be, reviewed and incorporated where relevant into the FFPF.

Equalities and Community Impact Analysis

41. The public sector equality duty (PSED) requires the council to give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:
 - a) Eliminating discrimination, harassment and victimisation.
 - b) Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of underrepresented groups.
 - c) Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.
42. The PSED is now also further reinforced in the two additional Fairer Future for All values: that the council will:
 - a) Always work to make Southwark more equal and just
 - b) Stand against all forms of discrimination and racism.
43. The revised FFPF has been amended to include commitments in the Borough Plan, Economic Renewal Plan and Southwark Stands Together:
 - An equality impact and needs analysis (EINA) must inform all commissioning and procurement. All Gateway 0 strategic assessments and Gateway 1 reports must show that all relevant equality issues and obligations are taken into account and planned throughout both the

procurement process and in the delivery of those functions on behalf of the council.

- Current Council documents, including the Approach to Equality and Procurement will be revised in early 2021. The Southwark Framework for Equality will replace the current Approach to Equality. One key element will be commissioning, procurement and equalities. Revised guidance will also be produced in 2021 to help with its implementation.

44. The public sector equality duty (PSED) is a continuing duty, equality considerations must be considered at each stage of the commissioning and procurement cycle.

Resource implications

45. There are potential resource implications highlighted in the paragraphs above. It is not possible at this stage to quantify these but the agreement of actions to be taken will need to be subject to consideration of any associated staffing, IT or other resource requirements.

46. The resources to support the procurement processes include the Procurement Advice Team and Legal Contracts teams, as well as all departments undertaking procurement activities.

Financial implications

47. As noted above, there are potential resource implications and any budgetary implications arising from these will need to be considered as part of the wider consideration of next steps. Where it is not possible to contain the costs of any action plans arising from this report within existing budgets, they will need to be considered as part of the bid for additional funding to be included in the council's 2021-22 budget setting process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report to cabinet 18 June 2019: Link: (please copy and paste into browser) http://moderngov.southwark.gov.uk/documents/s83220/Report%20Fairer%20Future%20Procurement%20Strategy.pdf	Constitutional Team Southwark Council 160 Tooley Street London SE1 2QH	Paula Thornton 020 7525 7055

APPENDICES

No.	Title
Appendix 1	FFPF (refresh)

AUDIT TRAIL

Cabinet Member	Councillor Rebecca Lury, Finance & Resources	
Lead Officer	Doreen Forrester-Brown, Director of Law and Governance	
Report Author	Elaine McLester, Head of Procurement	
Version	Final	
Dated	11 January 2021	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		11 January 2021

Southwark Council's Fairer Future Procurement Framework



Table of Contents

Purpose and Scope.....	3
The Financial Context.....	3
Background	3
Fairer Future Commitments.....	4
Spending Money As If It Were From Our Own Pocket.....	5
Open, Honest and Accountable	6
Southwark Economic Wellbeing Strategy.....	7
Equalities and Community Impact	7
Workforce Issues	7
Health & Safety and Wellbeing.....	8
Violence at Work Charter	9
London Living Wage	9
Prompt Payment.....	10
Consideration of Trade Union Recognition	10
Blacklisting.....	10
Equality, Diversity and Inclusion	10
Black Asian and Minority Ethnic (BAME) pay gap	11
Good Work Standard	11
Southwark Ethical Care Charter (SECC).....	11
Modern Slavery.....	11
Social Value.....	12
Southwark Construction Charter.....	13
A Greener Borough	14
Fairtrade.....	14
Freedom of Information	14
Data Protection	15
Staff Procurement and Contract Management Skills and Training	15
Contracts Register.....	15
Legislative Framework.....	16
Weblinks.....	16
Version Control	18



Purpose and Scope

Southwark Council's Fairer Future Procurement Framework (FFPF) sets out how the council will use its procurement to support the delivery of the Borough Plan and Fairer Future Commitments and the processes and practices that are needed to do this. The council expects all of its procurement activity to be undertaken to the highest ethical, sustainable and responsible standards and within a robust and transparent governance framework.

This framework sets out:

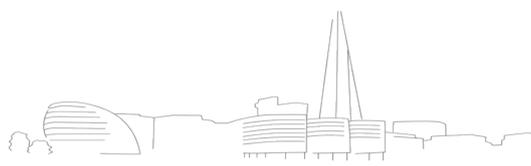
- The values that inform the procurement of goods, works and services for high value contracts. For procurement below £100k officers will have regard to the resources available to smaller providers which may bid for lower value contracts.
- The responsibilities of staff when procuring high quality contracts for the residents of Southwark
- The minimum standards of conduct that external providers, key stakeholders, partners, businesses and organisations who seek to do business with the council should meet
- The wider ambitions and expectations that we wish our procurement to deliver and how this will influence our decision-making during procurements

The Financial Context

1. LBS has an annual turnover of £1.2bn
<https://www.southwark.gov.uk/council-and-democracy/key-documents/budget-book>
2. Southwark Council spends approximately £650m each year with external contractors for a variety of goods, works and services that allow it to meet its commitments to residents. This spending power means that the council can – and should - use its financial influence for ethical and sustainable impact and for outcomes that increase social value. This FFPF sets out the council's aim that good procurement can deliver not just high quality contracts and value for money but that it can also support the wider ambitions detailed in the Borough Plan.
<http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan>
3. These contracts, together with direct service delivery undertaken by council staff and the council's role in local planning and development, means that the entire sphere of influence of the council is significant for the borough, its residents, businesses and the local economy.

Background

4. The council has committed to minimum standards that must be met in the direct delivery of contracts and these are equally applicable to those organisations that we work with through external contracts, both directly or as part of the wider supply chain.



5. When procuring contract requirements the council should always clearly:
 - Identify service needs and options for the ways in which these may be best delivered
 - Procure the goods, services and works where contracting is the preferred option via organisations who will have and will act upon the principles that the council requires from those it works with
 - Manage and monitor contracts and the delivery of performance and commitments, once the contracts have been awarded

6. A first version of a Fairer Future Procurement Strategy, approved in 2016, was presented as an internal document that predominantly reflected the desire for greater feedback and engagement with the procurement process. This updated framework takes account of the new legislative background for procurement and the updated Borough Plan and Fairer Future Commitments. It also aims to move away from an internal focus for engagement, firmly embed the council's principles into processes and ensure that suppliers and potential suppliers understand the values and aims that the council wants from its delivery partners.

7. The Fairer Future Procurement Framework must be read in conjunction with the council's Contract Standing Orders and any procurement guidelines. The Contract Standing Orders can be found at: <http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=425>

Fairer Future Commitments

8. The council's Fairer Future Commitments and values support what we will look at within our procurements and the suppliers that we will work with to deliver our contracts. These commitments shape how the spend under all contracts should achieve maximum benefit to our local area, economy and our residents. The council's promise to deliver value for money across all our high quality contracts and to be open, honest and accountable underpins all procurement projects and runs throughout the Fairer Future Procurement Framework to deliver the Borough Plan.

9. Our Borough Plan sets out the council's Fairer Future Commitments to all residents and communities in respect of:
 - COVID-19 response
 - Southwark Together
 - A green and inclusive economy
 - Climate Emergency
 - Tackling health inequalities
 - Homes for all
 - A great start in life
 - Thriving neighbourhoods



10. The Values of the council are that we will:
- Treat residents as if they were a valued member of our own family
 - Be open, honest and accountable
 - Spend money as if it were from our own pocket
 - Work for everyone to realise their own potential
 - Make Southwark a place to be proud of
 - Always work to make Southwark more equal and just
 - Stand against all forms of discrimination and racism

Spending Money As If It Were From Our Own Pocket

11. When reviewing service delivery and procuring the council will address the following points:
- To consider the need to balance price and quality, and to be explicit about the relative importance of both
 - To challenge procurement arrangements and seek opportunities to reduce price, improve quality and maximise efficiency
 - To complete a whole life analysis of options and assessment of risks
 - To continue joint procurement of contracts with other councils where such arrangements deliver value for money and improved outcomes
 - To reduce the costs of procurement processes and the time it takes by taking a planned and co-ordinated approach that is efficient, effective and streamlined, avoiding duplication and waste
 - To ensure existing contracts, frameworks and internal and external procurement options or collaboration opportunities are utilised where appropriate to reduce procurement costs
 - To undertake a strategic assessment of delivery options before any procurement for all services that have a value of £10m or more
 - To deliver value for money across all our service delivery and contracts
 - To confirm how contracts' performance and commitments will be monitored and managed during their performance.
12. The council operates an 'in-house' preferred provider procurement process based on the high quality of contracts this provides for residents, the terms, conditions and wellbeing this affords our staff and the stability, direct control and flexibility this affords us in the management of our services. The council has a good record of bringing previously outsourced services in-house.
13. However, we currently have a mixed economy of goods and services provision and see no reason why this will not continue well into the future. Ready access to a diverse, competitive range of suppliers providing quality services, goods and works (including small firms, social enterprises, minority businesses, and voluntary and community sector groups) who offer expertise and knowledge is a good thing, particularly where local sourcing and local employment is encouraged and increased.



14. It is important that projects give enough attention and time to plan, in order to take up opportunities that are available. Critically assessing our business needs, from a “make or buy” decision, challenging the specified levels of service or identifying possible process efficiencies are important precursors in the procurement planning process, together with the planning of tender evaluation and contract management that help to ensure any possible contract delivers best value.
15. As part of the “make or buy” option, full consideration of in-house service delivery is the first part of the planning process and explicit consideration of whether the works, goods or services could be provided in-house must be included when developing the procurement strategy. This consideration must be clearly set out in Gateway 0 strategic assessments for service contracts worth over £10m and be addressed at Gateway 1 for all contracts over £100,000.
16. Where contracting with external suppliers is selected for providing services, goods or works, the procurement strategy (Gateway 1 report) must demonstrate how this will be successful in meeting defined service objectives and the commitments of the Borough Plan, and how it will achieve long term value for money.

Open, Honest and Accountable

17. In accordance with our Fairer Future Commitments, the council will seek to exercise good governance in the procurement process. This will include:
 - Ensuring all procurement practices are legal, ethical and transparent, conforming to procurement legislation and regulation and robust enough to meet the challenge of external scrutiny
 - Applying appropriate governance arrangements to meet the principles of openness and accountability, and to manage risk
 - Having clear, unambiguous and sufficiently flexible operational arrangements that respond to service needs, reduce red tape and protect statutory and regulatory responsibilities of the council
 - Promoting the commitment of suppliers to the prevention and detection of fraud and corruption in their processes
 - Ensuring organisations that the council works with have or will deliver the values that it has committed to and setting out a clear process to monitor this
 - Environmental Commitments such as the reduction in carbon emissions and where appropriate, complying with elements such as the Ultra Low Emission Zone (ULEZ)
18. The council has an established gateway process as part of the governance process set out in Contract Standing Orders. These gateways support the strategic assessment, procurement strategy, contract award and contract variations for contracts. They are approved as set out in the council’s Constitution and offer clear governance and best practice for procurement processes.



19. The use of the e-procurement system also supports transparency on the way in which the council will undertake its procurement processes, as well as recording and reporting on contract delivery and performance.

Southwark Economic Wellbeing Strategy

20. The council's Economic Wellbeing Strategy sets out our ambitions to support residents, local businesses and our local economy in tough economic times. Our Fairer Future Procurement Framework should closely align with our vision of being a borough that is open for business and to support and promote economic wellbeing. Our strategy is –

- Employment & Skills: A full employment borough with a job opportunity for every Southwark residents who wants to work
- Business: A growth borough where business thrives and prospers
- Town centres and high streets: Thriving town centres and high streets
- Financial wellbeing: Helping people to grow their incomes and ensuring a fair day's pay for a fair day's work

The full strategy can be found here:

<http://www.southwark.gov.uk/business/economic-wellbeing-strategy>

The detailed delivery plan for the strategy is set out in the Economic Renewal Plan, which can be found here:

<https://www.southwark.gov.uk/business/economic-renewal-plan>

21. The council is committed to community wealth building and measures which support the local economy and businesses, including looking to introduce local spend targets. Work will also be supported to ensure that equalities and other data is captured, for example on those businesses bidding for and successful in winning council contracts, to support decision making.

Equalities and Community Impact

22. The council must have due regard to equality issues and community impact under its Public Sector Equality Duty. The council's Approach to Equality policy sets out how equality and human rights considerations will be embedded into our policies on procurement and commissioning. All Gateway 0 strategic assessments and Gateway 1 reports setting out the procurement strategy, must show that all relevant equality issues and obligations are taken into account and planned throughout both the procurement process and in the delivery of those functions on behalf of the council.

Workforce Issues

23. The council expects our suppliers to have good employment practices. This is important because workers who are valued and fairly treated are more likely to deliver the high quality and value for money service that our residents need and expect. It is also part of the council's broader commitment to promoting good work and fair pay for all workers, recognising the fundamental impact employment quality has on people's wellbeing and life chances.



24. Where the council renews contracts or outsources contracts to the private or voluntary sector the following workforce issues must be considered and applied on a case by case basis as allowed by EU procurement, local government and other relevant legislation and as provided by relevant council policy.
25. The elements to be covered in this are not intended to be complete but will include the following:
- Payment of the London Living Wage as set by the Living Wage Foundation (see further information below)
 - Pension provision
 - The transfer and treatment of staff under TUPE
 - Ensuring all employees have a written statement of their pay and conditions
 - Terms and conditions including sick pay, holiday pay and provision of equipment
 - Trade Union Recognition (see further information below)
 - Modern Slavery (see further information below)
 - Equality, Diversity and Inclusion (see further information below)
 - Gender Pay Gap (see further information below)
 - BAME Pay Gap (see further information below)
 - The requirement for an offer of guaranteed hours that reflect an employee's normal working patterns and with no harmful short or zero hour contracts that are detrimental to the employees affected
 - Adequate training and development for employees that equips them with the skills and expertise needed to deliver the service; including clear information on their right to request time off for training or study
26. For areas covered by legislative requirements, such as modern slavery and the gender pay gap, the council will expect suppliers and their supply chains to fully comply with their lawful obligations and provide any information as to their current status but will potentially ask for action plans around undertaking any changes to address issues where legislation does not directly apply.

Health & Safety and Wellbeing

27. Health and Safety minimum requirements, where set out in legislation are required to be followed by all contractors and those in their supply chain. Going above and beyond this is encouraged where it is best practice, especially in relation to ensuring quality welfare facilities that are fit for purpose.
28. Where pieces of legislation for particular industries or types of contract, such as the Construction Design and Management Regulation of 2015 are in place, these must also be followed by directly employed organisations and their supply chains.
29. The council has codes of practice relating to specific circumstances, including but not limited to, the use of scaffolding, working with asbestos, working from heights



and working in occupied premises that will be included in contracts involving these for the contractor and their supply chain.

30. All organisations are encouraged to support a healthy workforce by signing up to The London Healthy Workplace Award, details of which can be found at: <https://www.london.gov.uk/what-we-do/health/london-healthy-workplace-award>
31. Information from the council for the application process and support can be found at: <https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-the-public/healthy-workplaces>
32. The Women's Safety Charter was developed by the council in response to the recognition of the serious nature of and need to address harassment in bars and nightclubs. Contractors who operate in these industries would be expected to sign up to the Charter. Full information and details of the code can be found at: <https://www.southwark.gov.uk/community-safety/let-s-talk-about-women-s-safety>

Violence at Work Charter

33. The council is committed to ensuring that staff providing contracts on our behalf should receive protection from violence in the workplace and support if they are subjected to violence in the course of their work. The council approved the 'End Violence at Work Charter' and the award of new contracts will then be dependent on a commitment by contractors to do the same. The Unison 'End Violence at Work Charter' can be found at <https://www.unison.org.uk/content/uploads/2018/04/24948.pdf>
34. In addition our expectation is that all contractors should have a clear policy on a zero-tolerance approach to all forms of discrimination, harassment and bullying at work.

London Living Wage

35. Southwark Council became an accredited London Living Wage employer in November 2012. There is a presumption that all contracts for the provision of services or works will include the payment of at least the current Living Wage (LW), as set annually by the Living Wage Foundation, to all relevant staff working directly on the contract in question. This means that pay should be at or above the London Living Wage for contracts performed on council premises or in the Greater London area and at or above the real UK Living Wage for contracts performed outside London.
36. In the planning of all contracts, the appropriateness and best value / cost implications of including the LW must be considered on a case-by-case basis, recorded in writing, and set out in any required Gateway 1 Report. Where LW is



not appropriate it must not be included in the contract and detailed reasons for this should be set out in the Gateway 1 report.

37. Where LW is included, gateway reports and contract documents must set out how the requirement for LW will be evaluated and how the payment of LW and cost implications will be monitored.

38. Full details about the London Living Wage are available at:
<https://www.livingwage.org.uk/>

Prompt Payment

39. The council pays all its undisputed invoices in a prompt manner and expects in its standard terms and conditions of contract, that organisations and their supply chain also pay their contracts promptly. Details of the prompt payment requirements will be set out in tender documents.

Consideration of Trade Union Recognition

40. We expect our suppliers to recognise and respect the rights of their employees to associate freely and to organise and bargain collectively in accordance with the local laws relevant to their employment.

41. We believe that employers who formally recognise trade unions are more likely to take a responsible approach to workforce consultation and planning. We therefore believe that public service contractors should recognise trade unions where there is an active membership and trade union representatives within the workforce. Organisations will be requested to commit to trade union recognition or a timetable to work towards recognition where this does not already exist.

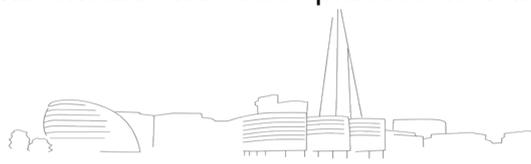
42. We will work to ensure that early consultation with trade unions is undertaken before the possible outsourcing of any service currently delivered in-house.

Blacklisting

43. Blacklisting is where employers and recruiters discriminate against individuals based upon trade union membership or activity. This is prohibited by law. All relevant tenders shall include relevant questions relating to any prior blacklisting activity or self-cleansing activity related to this and shall exclude any organisation that cannot satisfy the council's commitment to only doing business with suppliers who meet minimum statutory and ethical standards, in line with best procurement practice. Contracts for public works will include provisions to provide for the termination of the contract if the provider is proved to engage in blacklisting activities during the course of that contract.

Equality, Diversity and Inclusion

44. The council has an obligation to act in accordance with the Public Sector Equality Duty (PSED). It will ensure that best practice is followed in taking equality



requirements into account when preparing and undertaking procurement activities in line with its policies and procedures.

45. The council is aware of the important role that it plays in ensuring that Equality, Diversity and Inclusion are delivered through all parts of its policies and contracts, including procurement. Processes to ensure that the outcome of reports such as Southwark Stands Together will be incorporated into guidance for procurement.
46. The council will explore how, through use of equalities and other data to be captured, it can best enable Black Asian and Minority Ethnic (BAME) organisations to participate in procurement opportunities.

Gender pay gap

47. Organisations with 250+ employees are required to publish their gender pay gap. The council is committed to seeing the gender pay gap decrease and will therefore request all contractors with 50+ employees commit to publishing their gender pay gap. Contractors with 250+ employees will be required to publish their gap and the council will request this is accompanied by an annual plan that sets out their plans to reduce any gap.

Black Asian and Minority Ethnic (BAME) pay gap

48. The council is committed to seeing the BAME pay gap decrease and will therefore request all contractors with 50+ employees commit to publishing their BAME pay gap. Contractors with 250+ employees will be asked to publish their gap and the council will request this is accompanied by an annual plan that sets out their strategies to reduce any gap.

Good Work Standard

49. The council is committed as part of its Fairer Future Commitments (Theme 4 - A full employment borough) to comply with the Mayor's Good Work Standard that confirms we will only work with organisations that have good employment practices. The London-wide standard from the Greater London Authority (GLA) has been launched and the first level captures areas of legislative compliance as well as requirements beyond statutory employment practices. The council will expect all contracting organisations to meet the requirements of at least the first (Foundation) level of the standard. Organisations are encouraged to consider accreditation to higher levels of the Good Work Standard.

50. The link to the Mayor's Good Word Standard with its online appraisal is available here:

<https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/good-work-standard-gws-0>

Southwark Ethical Care Charter (SECC)



51. The Southwark Ethical Care Charter relates to the standards that the council expects from its care providers in relation to payment for travel and training etc. This reflects the particular challenges in relation to delivering social care to our residents and ensuring that quality standards and fair practice are in place where these are delivered by partner organisations. A copy of the Southwark Ethical Care Charter can be found at:

<http://moderngov.southwark.gov.uk/documents/s52528/Appendix%201%20Southwark%20Ethical%20Care%20Charter.pdf>

Modern Slavery

52. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. Our full statement on Modern Slavery can be read here.

53. Councils have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

54. The council has a whistleblowing policy which enables and obliges our staff to immediately report a breach of our Modern Slavery policy. All organisations and those in their supply chains also have access to this and should use it if they have any concerns or issues that they wish to report.

55. The council is committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our operations and we require our suppliers to do the same. We believe that suppliers have a key role to play in combating these crimes and that all of the suppliers we work with must take all possible steps to ensure that human trafficking and modern slavery are not taking place in any of their supply chains or their own operations. We will not maintain relationships with suppliers where it is confirmed that they have been involved in human trafficking or modern slavery, and confirm this is a material consideration in selecting and evaluating our new and existing supplier relationships. We have signed up to the Co-operative Party's Charter Against Modern Slavery:

<https://party.coop/local/councillors/modern-slavery-charter/#intro>

Social Value

56. The council seeks to get the 'most' value of its spend with external organisations through considering and seeking to improve the economic, social and



environmental well-being benefiting the local area and its residents that is linked to the contractual spend. This has been termed 'social value'.

57. The council has an obligation under the Public Services (Social Value) Act 2012 to consider what social value could be obtained during a procurement process for all service contracts that are subject to the Public Contract Regulations 2015. The Act offers an important opportunity to achieve more from the council's spending on services. Southwark Council will go beyond the narrow focus of the legislation and consider what social value can be delivered during the development of all procurement strategies (Gateway 1 reports).
58. When considering the additional benefits and social value to be delivered, this must support the social, economic or environmental wellbeing of Southwark and its residents and specifically support the delivery of the council's Fairer Future Commitments.
59. Key areas of social value commitments include:
- Apprenticeships and paid internships
 - Job creation and local economy
 - Local employment opportunities
 - Work placement opportunities
 - Payment of London Living Wage where appropriate
 - Environmental and sustainability considerations
 - Health and wellbeing considerations
60. In addition to the core quality and cost elements to deliver the tender itself, a clearly methodology for evaluating any social value elements during the procurement process.
61. For all contracts over £100k in value, social value should be considered for inclusion and where applicable, used as part of the evaluation methodology for the tender award. Evaluation criteria should be assessed on a case-by-case basis and the weightings should therefore reflect the relative importance of the social value element to the subject matter of the contract and should be proportional to this. It is however advised that this element be allocated at least 15% of the available evaluation marks.
62. For all contracts over £1m in value, the expectation will be that where practical at least one apprenticeship will be provided per £1m of contract value. These are aims and when they are not possible this should be noted in the Gateway 1 report but other social value options should still be considered.
63. All apprenticeships should be of high quality and in line with the aims set out in the council's Economic Wellbeing and Skills Strategies:
<http://www.southwark.gov.uk/business/economic-wellbeing-strategy>
<http://www.southwark.gov.uk/business/skills-strategy>



64. The achievement of social value commitments from proposed successful tenderers should be set out in the contract award recommendation (Gateway 2 report). These commitments should form part of the contract and key performance indicators and be monitored and reported on as part of best practice contract management, as well as in performance reports to departmental and corporate contract review boards as required.

Southwark Construction Charter

65. The council's capital programme is worth £1bn over the next ten years. It includes commitments to build schools, leisure centres and a huge number of new homes including the commitment to deliver 11,000 new council homes by 2043.

66. The council supports the Unite Construction Charter which it directs contractors working on Southwark Council construction contracts to review to support ethical employment practices on Southwark construction sites.

A Greener Borough

67. The council has declared a climate change emergency and is committed to working to reduce the negative impacts and externalities that the delivery of its services and contracts has on residents and Southwark's environment. These range from those set out in law, such as London's Ultra Low Emission Zone (ULEZ) and aiming for low or zero emission vehicles, to the council's commitments on carbon reduction and the use of single use plastics. The council will work with suppliers to ensure that its commitment to making Southwark carbon neutral is reflected wherever possible in contracts entered into. Further targets in relation to this may be added following the finalisation of the council's Climate Change Strategy.

68. Procurement must be compatible with our commitment to supporting making a greener borough, including reducing air pollution and factors that support the intention to be a carbon neutral council by 2030. Work to remove single use plastics from our operational estate is part of the single use plastics strategy. Consideration should be given to using sustainable materials and methods wherever appropriate and note of new legislation and more environmentally friendly products and services should be made.

69. Gateway 1 reports should set out clearly what can be considered, potential costs and how any negative impacts can be reduced and how these will be evaluated during the procurement process.

70. With the specific aim to ensure safety for road users, suppliers are asked, where it is appropriate with the use of vehicles, to:

- Comply with the London Cycling Campaign's Safer Lorries, Safer Cycling Pledge, details of which are available at: <https://lcc.org.uk/pages/safer-lorries-pledge>



- Meet the requirements of Fleet Operator's Recognition Scheme. More details of this scheme are available at: <https://www.fors-online.org.uk/cms/>

Fairtrade

71. The council wishes to encourage contractors, suppliers and service providers engaged to work for the council to show a commitment to Fairtrade. The council is committed to Southwark achieving and maintaining "Fairtrade Borough" status by meeting the five goals necessary to become a designated Fairtrade Borough. Further information on Fairtrade can be found at: <http://www.fairtrade.org.uk>

Freedom of Information

72. It is important to note that information supplied to the council during the tender and evaluation process may be available to the public under the terms of the Freedom of Information Act 2000 (FOIA), the Environmental Information Regulations 2004 (EIR) and other legislation providing a statutory right of access to information. The council's presumption is that information should be released unless it falls within the scope of an appropriate exemption. Whilst the council will take into account the position of the parties in question, it is ultimately the responsibility of the council to decide what information should or should not be released. This includes any information subsequently included in the contract.

Data Protection

73. All contracted organisations shall register with the Information Commissioner's Office where they fulfil the criteria laid out under the terms of the Data Protection Act 2018. This does not imply that any data processing organisation is the data controller of the information defined within the contractual agreement. All organisations are required to name an individual responsible for compliance in relation to the Data Protection Act within that organisation. All organisations are to abide by the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). Further information is available from the Information Commissioner's Office:

<https://ico.org.uk/for-organisations/data-protection-act-2018/>
<https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulationgdpr/>

74. Where personal information is to be shared with the contracted organisations this shall only be done so securely and incorporating (where appropriate) an information sharing agreement.

Staff Procurement and Contract Management Skills and Training

75. In order to deliver the FFPF, the council will continue to develop the skills of staff, including:



- promoting staff competencies in procurement, commissioning and contract management
- ensuring that all procurement activity is undertaken by informed managers supported by professional procurement staff, providing specialist support and advice
- utilising e-procurement facilities to deliver process and procurement savings
- providing high quality guidance, support, documentation and awareness sessions for service managers and their staff engaged in procurement processes
- supporting the achievement and then managing and monitoring the delivery of social value, where appropriate from the procurement of external contracts
- improving contract management by continuously improving and learning from experience of 'relationship management' and identifying tools, best practice and training as appropriate.

Contracts Register

76. The council's Contracts Register is published online for all live contracts over £5,000 in value in line with the Local Government Transparency Code 2015:

<https://procontract.due-north.com/ContractsRegister/Index?p=2241eb95-058a-e511-80f7-000c29c9ba21&v=1>

Legislative Framework

77. The applicable legislation for this framework includes but is not limited to:

- EU Directive on Public Procurement: Directive 2014/24/EU
- Public Contract Regulations (2015 as amended)
- Public Services (Social Values) Act 2012
- Modern Slavery 2015
- Equalities Act 2010
- Employment Relations Act 1999 (Blacklists) Regulations 2010

Weblinks

The links within this document are set out below.

- The Council's Budget Book:
<https://www.southwark.gov.uk/council-and-democracy/key-documents/budget-book>
- Borough Plan:
<http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan>
- Contract Standing Orders:
<http://moderngov.southwark.gov.uk/ieListMeetings.aspx?CommitteId=425>



- Economic Wellbeing Strategy:
<http://www.southwark.gov.uk/business/economic-wellbeing-strategy>
- Economic Renewal Plan:
<https://www.southwark.gov.uk/business/economic-renewal-plan>
- The London Healthy Workplace Award:
<https://www.london.gov.uk/what-we-do/health/london-healthy-workplace-award>
<https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-the-public/healthy-workplaces>
- Women's Safety Code:
<https://www.southwark.gov.uk/community-safety/let-s-talk-about-women-s-safety>
- Unison's End Violence at Work Charter:
<https://www.unison.org.uk/content/uploads/2018/04/24948.pdf>
- London Living Wage:
<https://www.livingwage.org.uk/>
- Mayor's Good Work Standard:
<https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/good-work-standard-gws-0>
- Southwark Ethical Care Charter:
<http://moderngov.southwark.gov.uk/documents/s52528/Appendix%201%20Southwark%20Ethical%20Care%20Charter.pdf>
- Southwark's Whistleblowing Policy
<https://www.southwark.gov.uk/council-and-democracy/whistleblowing>
- Co-operative Party's Charter Against Modern Slavery:
<https://party.coop/local/councillors/modern-slavery-charter/#intro>
- Economic Skills Strategy:
<http://www.southwark.gov.uk/business/skills-strategy>
- London Cycling Campaign's Safer Lorries, Safer Cycling Pledge:
<https://lcc.org.uk/pages/safer-lorries-pledge>
- Fleet Operator's Recognition Scheme:
<https://www.fors-online.org.uk/cms/>
- Fairtrade:

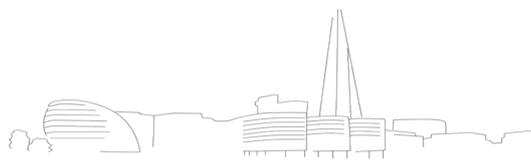


<http://www.fairtrade.org.uk>

- Information Commissioner's Office:
<https://ico.org.uk/for-organisations/data-protection-act-2018/>
<https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulationgdpr/>
- Contracts Register:
<https://procontract.due-north.com/ContractsRegister/Index?p=2241eb95-058a-e511-80f7-000c29c9ba21&v=1>

Version Control

Version	Summary	Date	Approval
1.	New Document	July 2019	Cabinet
2.	Minor & Consequential: Updates to Mayor's GWS, End Violence at Work Charter; London Healthy Workplace Award; Construction Charter working pending approval.	October 2019	DFB / Cllr. Mills
3	ED&I and Economic Renewal Plan Whistleblowing Policy update	January 2021	Cabinet



CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2020-21**

NOTE: Original held by Constitutional Team; all amendments/queries to
Paula Thornton Tel: 020 7525 4395

Name	No of copies	Name	No of copies
Members (paper copies)		Chief Officer Team - electronic	
Jasmine Ali	1	Eleanor Kelly	
Leo Pollak	1	Duncan Whitfield	
Jane Salmon	1	David Quirke-Thornton	
Members - electronic Versions (no hard copy)		Michael Scorer	
Kieron Williams		Caroline Bruce	
Evelyn Akoto		Officers – electronic	
Helen Dennis		Doreen Forrester-Brown	
Stephanie Cryan		Norman Coombe	
Alice Macdonald		Ian Young	
Rebecca Lury		Jin Lim	
Catherine Rose		Others - electronic	
Johnson Situ		Louise Neilan	
Ian Wingfield		Paula Thornton, Constitutional Officer	
Victor Chamberlain		Total: 5	
Jason Ochere		Dated: 22 September 2020	
Peter Babudu			
Victoria Olisa			
Gavin Edwards			
Leanne Werner			
Jack Buck			
Sarah King			
Ali, Humaira			
Group Offices - electronic			
Aine Gallagher, Cabinet Office			
Paul Wendt, Liberal Democrat Group Office			
Press			
Southwark News	1		
South London Press	1		