

Cabinet

Tuesday 17 June 2025

11.00 am

Walworth Living Room, All Saints Hall, Surrey Square, London SE17
2JU

Appendices – Part 3

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Date: 9 June 2025



Procurement Framework

for Southwark Council

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SOUTHWARK COUNCIL'S SOUTHWARK 2030 PROCUREMENT FRAMEWORK

Purpose and Scope

Southwark Council's Southwark 2030 Procurement Framework (SWPF) sets out how the council will use its procurement to support the delivery of the council's policy Southwark 2030, its Delivery Plan for 2022-2026 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. These principles apply to all council activities, as well as any trading companies and joint ventures that the council enters into.

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

LBS has an annual turnover of £1.2bn [Budget book](#)

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 SWPF 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 Southwark 2030 Delivery Plan. [Council Delivery Plan](#).

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

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.

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

A first version of a Southwark Council Procurement Strategy, the Fairer Future Procurement Strategy was approved in 2016. This was presented as an internal document that predominantly reflected the desire for greater feedback and engagement with the procurement process. An updated framework took account of the new legislative background

for procurement and the updated council Plan and the then Fairer Future Commitments. It aimed 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. This is maintained and updated in this version of the Southwark 2030 Procurement Framework.

The Southwark 2030 Procurement Framework must be read in conjunction with the council's [Contract Standing Orders and any procurement guidelines](#).

Southwark 2030

8The council's Southwark 2030 vision has goals and principles that support what we will look at within our procurements and the suppliers that we will work with to deliver our contracts. They shape how the spend under all contracts should achieve maximum benefit to our local area, economy and our residents. The council's aims to continue 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 its Procurement Framework to deliver the Southwark 2030 vision.

Our Southwark 2030 Vision and accompanying Delivery Plan sets out how the council will achieve it's Southwark 2030 vision in goals to all residents and communities in respect of:

- Decent Homes for All
- A Good Start in Life
- A Safer Southwark
- A Strong and Fair Economy
- Staying Well
- A Healthy Environment

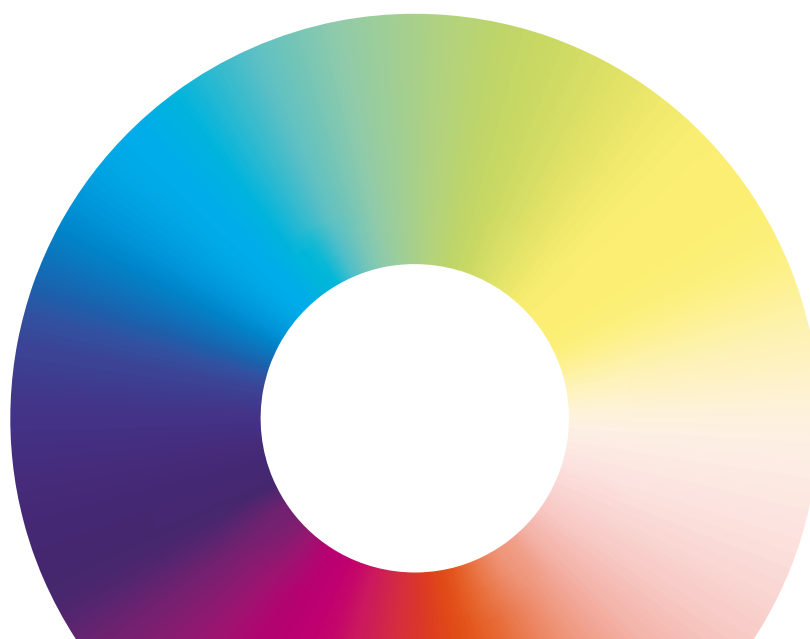
The principles that the council will be guided by in delivery of the goals under the Southwark 2030 are:

- Reducing Inequality
- Empowering People
- Investing in Prevention

Value for Money

1When 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.





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.

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.

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.

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 services contracts worth over £10m and be addressed at Gateway 1 for all contracts over £100,000.

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 their alignment to the Southwark 2030 vision, and how it will achieve long term value for money.

Open, Honest and Accountable

The council will always 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 requirements such as the Ultra Low Emission Zone (ULEZ)

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.

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. These considerations support the aims of the Procurement Act that is scheduled to come into effect in 2025.

Southwark Economic Strategy

The council's Economic Strategy sets out our vision for a fairer, greener and stronger Southwark economy that benefits everyone. Our Southwark 2030 Procurement Framework should closely align with our vision for a more inclusive local economy, with a focus on narrowing inequalities and raising prosperity across all parts of the economy and in every neighbourhood. Our strategy aims to achieve:

- A high growth, low emission economy
- An economy with opportunity for all
- An economy of good work

The full strategy can be found at [Southwark Economic Strategy](#)

The council is committed to growing our residents' stake in the economy and directing more of Southwark's wealth into our communities. Work is underway to develop a targeted approach to securing social value for residents through our investment and procurement. We will also work towards increasing our spend in the local economy and work with the largest local organisations to do the same. Over time we also wish to support a growing role for co-operatives and social enterprises in the economy.

Equalities, Health and Community Impact

The council must have due regard to equality issues and community impact under its Public Sector Equality Duty. Southwark's Equality Framework 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. Equality, health and socio-economic considerations are all covered within the Southwark Equality Framework.

Provider Selection Regime

The Provider Selection Regime (PSR) was introduced on 1 January 2024 by the Health Care Services (Provider Selection Regime) Regulations 2023 and covers the procurement of health care services. Those services covered by the PSR follow these regulations and are not covered by a threshold. Full details are included within the council's Contract Standing Orders (CSOs) and supporting procurement guidance.

Workforce Issues

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. In line with the council's priorities, it encourages its suppliers and partner organisations to become Disability Confident employers.

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 procurement regulations, local government and other relevant legislation and as provided for by relevant council policy.

The elements to be covered in this are not intended to be complete but will include the following:

- Payment of the London or the real UK 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)
- Black Asian and Minority Ethnic 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

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

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.

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. Provisions in relation to the requirements of the Building Safety Act 2022 must also be managed wherever they apply.

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.

All organisations are encouraged to support a healthy workforce by signing up to [The London Healthy Workplace Award](#).

Information from the council for the application process and support can be found on our [healthy workplaces web page](#).

The council's Sustainable Food Strategy aims to improve health and wellbeing for Southwark's population, reduce inequalities and protect the planet. The strategy applies to contracts that supply food. More details can be found at [Southwark Sustainable Food Strategy](#).

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 charter can be found at [Women's Safety Charter](#).

Violence at Work Charter

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. View the [The Unison 'End Violence at Work Charter'](#).

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

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.

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.

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.

Full details about the London Living Wage are available on the [Living wage website](#).

Prompt Payment

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.

The council will comply with the publication of required information on the payments under contracts as part of the Contract Payment Notice that will be introduced when the Procurement Act 2023 comes into force.

Consideration of Trade Union Recognition

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.

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.

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

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

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.

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 and Disability Confident will be incorporated into guidance for procurement via the Southwark Equality Framework.

The council will explore how, through use of equalities and other data to be captured, it can best enable Black, Asian and Minority Ethnic and smaller local organisations to participate in procurement opportunities, and other relevant protected characteristics.

Gender pay gap

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 pay gap

The council is committed to seeing the Black, Asian and Minority Ethnic pay gap decrease and will therefore request all contractors with 50+ employees commit to publishing their Black Asian and Minority Ethnic 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

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.

View the Mayor's Good Word Standard with its online appraisal is available [The Good Work Standard \(GWS\)](#).

Southwark Ethical Care Charter (SECC)

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. View a copy of the [Southwark Ethical Care Charter](#).



Southwark Residential Care Charter

The Southwark Residential Care Charter relates to the standards that the council has set out in relation to the working terms and conditions for all residential care providers in the borough. View a copy of the [Southwark Residential Care Charter](#).

Modern Slavery

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.

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.

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.

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](#).

Social Value

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'.

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.

The council have adopted the following definition of Social Value:

'A method whereby the council ensures our suppliers meet the needs for goods, works and services in a way that delivers value for money whilst maximising the potential of our borough making it fairer, greener and safer for all our residents.'

In June 2025, Cabinet approved the Social Value Framework for Southwark Council. The framework goes beyond the narrow focus of the legislation with the inclusion of Social Value criteria, alongside core quality and cost elements to deliver the tender itself, in the evaluation methodology for the tender award in all contracts (including supplies and works contracts, not just those aligned to services).

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 in line with the vision, principles, and goals of Southwark 2030.

Contracts with a total value of £100,000 and over will include Social Value with a minimum weighting of 10% of the overall tender score. For contracts with a total value below £100,000, Social Value requirements will be determined on a case-by-case basis and the weighting will reflect the relative importance of Social Value to the subject matter of the contract. A case-by-case approach will also apply when commissioning contracts with the VCS to determine proportionate requirements. The approach to Social Value will form part of the procurement strategy (Gateway 1 report).

The Social Value commitments proposed by the successful bidder against the Southwark Social Value Measures will be set out in the contract award recommendation (Gateway 2 report). The Social Value measure commitments will form key performance indicators (KPIs). These will be monitored and reported on as part of best practice contract management, as well as in annual performance reports.



SOUTHWARK COUNCIL'S SOCIAL VALUE FRAMEWORK

A Greener Borough

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 the commitments in relation to the Climate Change Strategy are realised, including for carbon neutrality to be reflected wherever possible in contracts entered into. View the council's [Climate Resilience and Adaptation Strategy](#).

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.

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.

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.
- Meet the requirements of [Fleet Operator's Recognition Scheme](#).

The council has approved an Air Quality Monitoring Plan that contracts will need to be mindful of and incorporate where possible in the support of the council's climate change targets. This is available at: [Southwark Air Quality Action Plan](#).

Fairtrade

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. [Fairtrade website](#).

Fair Tax Mark

The council has signed up to become a Fair Tax Council, confirming its support of the principles that the Fair Tax Foundation stand for and its support for organisations ensuring that they are transparent and pay fair rates of tax. Full information on the obligations of the Fair Tax Mark can be found on the [Fair Tax Mark website](#).

Freedom of Information

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

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-regulation-gdpr/>

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.

Artificial Intelligence (AI)

The use of Artificial Intelligence (AI) technology is an emerging area that includes opportunity and risk in procurement and contracts. The council is aware of this and the speed of change being experienced in this arena in relation to AI, Gen AI and automation and are constantly reviewing and updating its internal guidance to keep pace. In line with the best practice Procurement Policy Note (PPN) published by the government in February 2024, the council will aim to ensure transparency of the use of technologies, whilst maintaining confidential and sensitive data in the delivery of its functions that are delivered and supported by external organisations.

PPN on Artificial Intelligence

Staff Procurement and Contract Management Skills and Training

In order to deliver the SWPF, 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

- supporting the delivery of the risk management and contract performance and transparency required as part of the Procurement Act 2023.

Framework Agreements

Where the council uses Framework Agreements that have been put in place by external parties to the Southwark Council, it should ensure that the requirements of the FFPF can be integrated within the call off contract, which is managed, together with the performance of the contract during the management of the contract.

Contracts Register

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.

National Procurement Policy Statement

The government published the current National Procurement Policy Statement (NPPS) in January 2025. This set out the need to include core strategic goals in consideration of procurement projects, as well as resourcing needs. The requirements have been reviewed and align with the council's Southwark 2030 policy, /The key priorities under the NPPS are:

1. Delivering Value for Money
2. Driving Economic Growth
3. Delivering Social and Economic Value
4. Building Commercial Capacity to deliver Value for Money and Stronger Outcomes

In the council's discussions with Anchor Institutions on the formative role that the council will take in influencing and supporting with our partner public sector institutions in support of smaller and local businesses in support of the delivery of the Southwark 2030 vision. Publication of a pipeline of larger contracts became mandatory under the Procurement Act 2023 which came into effect on 24 February 2025, with its stated aims around transparency in procurement and contracts. Visit [The Procurement Act - a summary guide to the provisions](#) for more details.

Legislative Framework

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)
- Procurement Act 2023
- Health Care Services (Provider Selection Regime) Regulations 2023
- 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:

[Our Budget book](#)

[Council Delivery Plan](#)

[Contract Standing Orders](#)

[Southwark Economic Strategy](#)

[Disability Confident employer scheme - GOV.UK](#)

[Building Safety Act 2022](#)

[The London Healthy Workplace Award](#)

[Southwark healthy workplaces](#)

[Southwark Sustainable Food Strategy](#)

[Women's Safety Charter](#)

[Unison's End Violence at Work Charter](#)

[London Living Wage](#)

[Mayor's Good Work Standard](#)

[Southwark Ethical Care Charter](#)

[Southwark Residential Care Charter](#)

[Southwark's Whistleblowing Policy](#)

[Co-operative Party's Charter Against Modern Slavery](#)

[Southwark Social Value Framework](#)

[Southwark Skills Delivery Plan](#)

[Climate Resilience and Adaptation Strategy](#)

[London Cycling Campaign](#)

[Fleet Operator's Recognition Scheme](#)

[Southwark Air Quality Action Plan](#)

[Fairtrade](#)

[Fair Tax](#)

<https://ico.org.uk/for-organisations/data-protection-act-2018/>

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

[Procurement Policy Notice \(PPN\) on Artificial Intelligence](#)

[Contracts Register](#)

[Procurement Act information](#)

[Procurement Act Guidance](#)

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
4	Update to Black Asian and Minority Ethnic Pay Gap terminology Climate Change Strategy Updated Southwark Framework for Equality National Procurement Policy Statement Framework Agreements\ Economic Renewal and Community Wealth Building with aims for EDI for small local and Black, Asian and Minority Ethnic businesses	January 2022	Cabinet
5	Residential Care Charter Fair Tax Mark support Air Quality Action Plan Procurement Act information	December 2022	DFB / Cllr. Cryan
6	Disability Confident Employers Scheme Sustainable Food Strategy Updated weblinks	April 2024	DFB / Cllr. Cryan
7	Southwark 2030 Context and renaming Building Safety Act 2022 Provider Selection Regime Procurement Act 2023 Artificial Intelligence Social Value Framework Updates to Southwark Economic Strategy and Southwark Equality Framework Update to Climate Resilience and Adaptation Strategy Updated weblinks	June 2025	Cabinet

A Social Value Framework

for Southwark





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CABINET MEMBER'S FOREWORD

Southwark's vision for 2030 is clear: to be a borough that is fairer, greener, and safer, where every resident has an opportunity to thrive. Social Value sits at the heart of this ambition. It connects our long-term goals—like creating good jobs, reducing inequality, and building stronger communities—with the day-to-day decisions we make as a council. Our Social Value Framework is key to helping us to achieve our Southwark 2030 ambitions, ensuring that the money we spend on goods, works and services, delivers wider benefits that directly improve the lives of our residents.

Whether it's creating apprenticeships, investing in green infrastructure, or championing local enterprises, we have consistently used our resources to generate positive social outcomes. But we know we can go further. This new framework provides a more structured, consistent, and ambitious approach to embedding Social Value into commissioning and procurement practices. It formalises our commitment to include Social Value considerations in all contracts and ensures that every pound we spend works harder for the people of Southwark.

Each year, we spend around £650 million with external suppliers. This framework sets out how we will harness that purchasing power to generate additional value—driving opportunities for local people, supporting community wellbeing, and contributing to a more sustainable borough. We are committed to working in close partnership with local, regional, and national organisations to build long-lasting impact. And we are equally committed to supporting everyone—suppliers, partners, and our own teams—to play their part.

Cllr Stephanie Cryan

Cabinet Member for Equalities, Democracy and Finance



SOUTHWARK'S VISION

An effective approach to Social Value will support the council and our partners to deliver on the ambitions of Southwark 2030. This will be supported by our Procurement Framework, Southwark Stands Together, our Economic Strategy, Climate Change Strategy, and Digital Strategy.



WHAT IS SOCIAL VALUE?

'Social Value' refers to the positive contributions that an organisation delivers beyond its core obligations which benefit the local:

1. COMMUNITY

2. ECONOMY

3. ENVIRONMENT

The term was first introduced by The Public Services (Social Value) Act 2012. The Act places a responsibility on public sector authorities to consider how wider economic, community and environmental benefits could be delivered as part of commissioning services. The council has agreed to include the procurement of supplies (goods) and works within its working definition of Social Value.



Example Social Value contributions aligned to our Southwark 2030 goals:



We have adopted the following definition of Social Value:

"A method whereby the council ensures our suppliers meet the needs for goods, works and services in a way that delivers value for money whilst maximising the potential of our borough making it fairer, greener and safer for all our residents."

WHY IS SOCIAL VALUE IMPORTANT?

Context and background

Everything we do as a council is to support a fairer, greener, and safer Southwark. We are committed to supporting, standing up for, and empowering residents, and we must influence others with whom we work with to do the same.

The council seeks to get maximum value out of spend with external organisations through considering and seeking to improve the economic, social and environmental wellbeing benefiting the local area and our residents that is linked to the contractual spend.

Our first Fairer Futures Procurement Framework in 2019 helped us to achieve this vision and meet our obligations under the Public Services (Social Value) Act 2012.

However, in response to ongoing service transformation, our 2030 ambitions for the borough, our refreshed Procurement Framework, and release of Southwark's Economic Strategy to 2030, we are compelled to build a more targeted and meaningful programme on Social Value for the whole council.

This framework signifies our renewed commitment to fully exploring how we utilise Social Value as a method for delivering on our promises to the people of Southwark. We will go beyond the narrow focus of legislation to follow best practice, challenging ourselves to be creative with the strengths and resources that we have in Southwark, and acting as a leader for Social Value within Greater London.

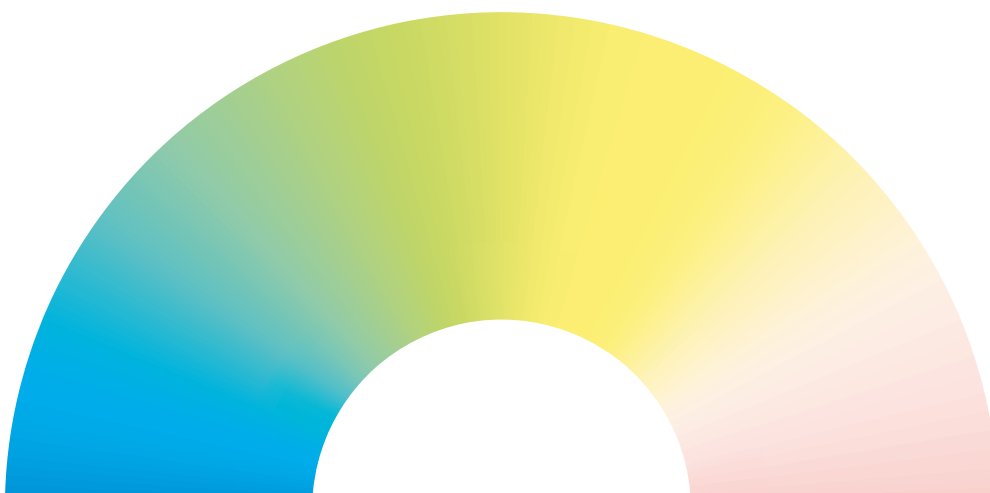
Purpose of our framework

This framework governs our approach to securing meaningful Social Value contributions for our residents within procurement, contract management and wider activities at the council.

It clearly articulates our goals and methodology, and our intention to work collaboratively across the whole council, and with our external partners, to develop a genuine understanding of the opportunities around Social Value. The council is committed to unlocking maximum impact through all council activity, creating the best possible community, economy, and environment for our residents to thrive.

Framework aims

- Define our vision and goals for Social Value, demonstrating how these relate to the wider strategic ambitions of the council and the borough
- Commit to including Social Value within procurement and contract management activities in all contracts, and specify our method and approach
- Provide a clearly defined methodology to ensure the robust and transparent evaluation and reporting of Social Value outcomes
- Set out the specific actions to be taken for effectively and meaningfully implementing this framework, building a coalition of support by our colleagues, suppliers and partners

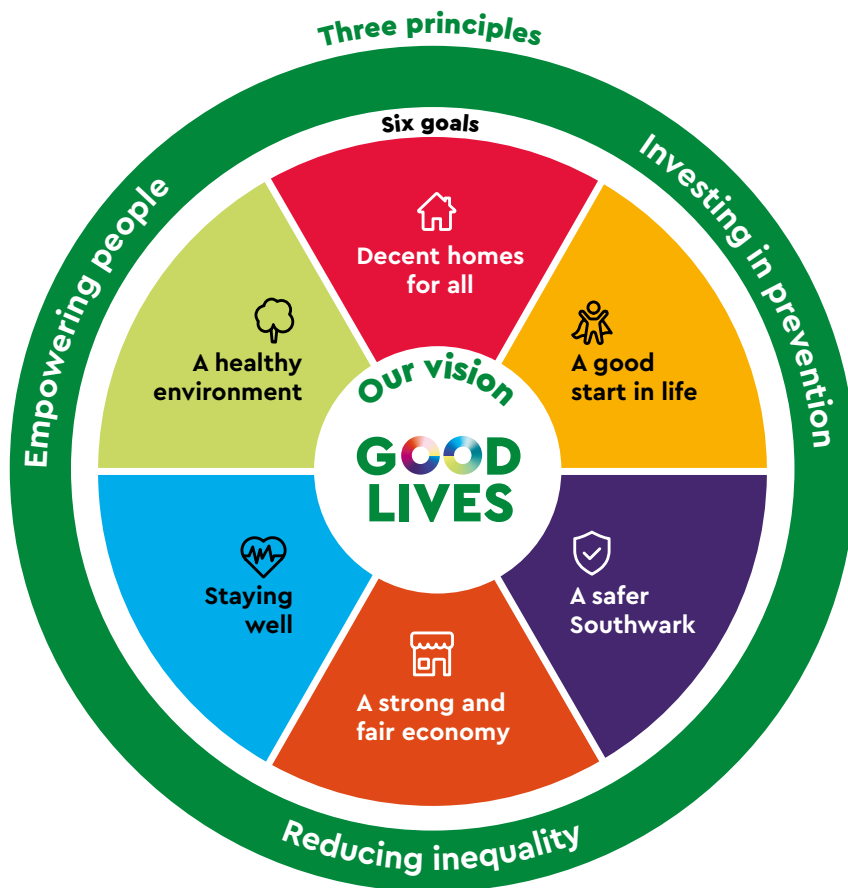


Delivering Southwark 2030

Social Value is the golden thread which connects our strategic goals set out in Southwark 2030 and the priorities within our Council Delivery Plan, to our procurement and contract management practices.

We listened carefully to our residents, businesses, and partners to ensure all our Southwark 2030 vision, principles and goals directly respond to their needs. Our framework is fully aligned with Southwark 2030 to enable targeted activity that supports the council and our supply chain to achieve more towards these shared goals.

This structured approach ensures the application of Social Value is holistic with our wider ambitions and standardised across the council.



Supporting our Voluntary and Community Sector (VCS)

The council recognises the vital contributions that our local VCS partners play to address local challenges, support vulnerable residents, and foster community resilience. Whilst the VCS is instrumental in driving these positive changes, as a sector, it is facing its own challenges with resource constraints. Therefore, our commitment to embedding Social Value within procurement and contract management will support the provision of additional resources required for the VCS to thrive, enhance collaboration between our businesses and the VCS, and deliver long-term sustainable impact for our communities.

HOW WILL WE DELIVER SOCIAL VALUE?

Scope

In line with the minimum standards of conduct set out in our Procurement Framework, Social Value will be used as part of the evaluation methodology for the tender award in all contracts.

Contracts with a total value of £100,000 and over will include Social Value with a minimum weighting of 10% of the overall tender score alongside price and quality.

For contracts with a total value below £100,000, Social Value requirements will be determined on a case-by-case basis and the weighting will reflect the relative importance of Social Value to the subject matter of the contract. A case-by-case approach will also apply when commissioning contracts with the VCS to determine proportionate requirements.

The approach to Social Value will form part of the procurement strategy (Gateway 1 report) and where applicable, reviewed at Departmental and Corporate Contract Review Boards.

Our methodology

The council has created a Social Value methodology for evaluating and reporting our supply chain's Social Value commitments consistently, robustly, and transparently during the procurement and contract management cycle.

The methodology is designed to capture Social Value activity which is appropriate to the local area, providing tangible and long-term benefits for residents and the community, economy, and environment. Local is defined as within the local authority boundary of Southwark. [Click here for an interactive map of the borough.](#)

Our methodology combines measures from the Social Value Portal Open Access TOM System™ (OATS) with a set of Southwark-specific measures to capture Social Value outcomes in financial and non-financial terms. All measures follow best practice guidance on Social Value measurement and are mapped to the vision and goals from Southwark 2030.

This structured approach will reduce uncertainty in target-setting, ensure success is properly managed, and provide clearer direction for continuous improvement.

The OATS is a free-to-use version of the UK's leading Social Value measurement framework; the Social Value TOM System™. The TOM System was developed by the Social Value Portal (SVP) and launched in 2017, after extensive consultation with public, private and third sector representatives. It is supported by the Local Government Association and adopted widely throughout UK local government as a minimum reporting standard.

To supplement our adoption of the 11 OATS measures, and to ensure full alignment with Southwark 2030, the council has designed 16 bespoke Social Value measures. To distinguish between the two, the measure references will indicate whether the measure is from the OATS (NT) or unique to Southwark (SC). Where OATS measures are adopted, the council will ensure full alignment with the Terms and Conditions provided by SVP.

On a case-by-case basis, officers will select measures from our Social Value Framework which are most applicable to the goods, works or services being procured, and the needs of the local community.

Each of the measures is supported by guidance available through the council's website, including examples, key stakeholders and diversity, equality and inclusion considerations. The full list of measures can be found in the appendix.

Addressing key priorities

Our Southwark 2030 goals serve as a guide for the Social Value activities delivered via this framework. Whilst the measures are individually mapped to the specific goals, they are inherently cross-cutting to deliver multiple benefits, real impact, and sustainable change.

For example, 'Decent homes for all' continues to be a critical priority for the council with the key challenges outlined in our Council Delivery Plan and the Future of Council Housing report. Although the framework directly maps three measures to this goal, there are several other measures across the remaining themes that make significant contributions to achieving 'Decent homes for all'. **For example:**



Support for children, young people and family-centred initiatives

- Facilitates stronger community networks
- Reduces pressure on housing needs as families are better supported to maintain their homes and neighbourhoods



Support for community initiatives to prevent and reduce crime and anti-social behaviour

- Creates safer neighbourhoods where residents feel secure in their homes
- Supports better upkeep of housing stock



Local people employed or retained

- Residents in employment have greater financial stability, helping them to pay their rent and maintain their homes



Hire long-term unemployed residents

- Residents overcome barriers to financial independence which reduces the risk of homelessness and poor housing conditions



Support for digital inclusion initiatives for priority cohorts

- Marginalised groups can access housing opportunities and manage housing-related tasks e.g. online rent and council tax payments, and access other council services



Support for initiatives which promote community health and wellbeing

- Good health reduces demand on social housing services
- Residents able to maintain good standards of living



Personalised support to help unemployed people into work

- Residents overcome barriers to employment leading to increased eligibility for housing in private rentals and reducing pressure on housing system



Support for biodiversity and ecosystems or development of green space

- Contribute to health and wellbeing of residents
- Make an estate and neighbourhood more desirable



Support for initiatives which tackle the climate emergency

- Homes and neighbourhoods more environmentally sustainable i.e. additional waste management initiatives and water conservation

Social Value procurement requirements

Officers will choose which Social Value measures are most applicable to the procurement based on the needs of the service and local community. Training will be provided to officers to ensure relevant and proportional measures are selected, and that they make use of the necessary resources available through Southwark Insights and Intelligence Programme (SIIP). This will ensure the Social Value requirements are rooted in robust data and evidence. The chosen measures will then form a menu for suppliers to choose from and complete the following as part of their bid:

- 1. Quantitative submission:** numerical Social Value targets against chosen measures
- 2. Qualitative submission:** supporting method statements to describe how they intend to deliver each activity including an indicative timeline for delivering the activities throughout the contract duration

For strategic procurements, bidders are also required to provide a **delivery plan** which provides additional details needed to support their Social Value proposal including:

- Stakeholder engagement plan
- Leadership and resources
- Processes in the event something goes wrong
- Continuous improvement plan

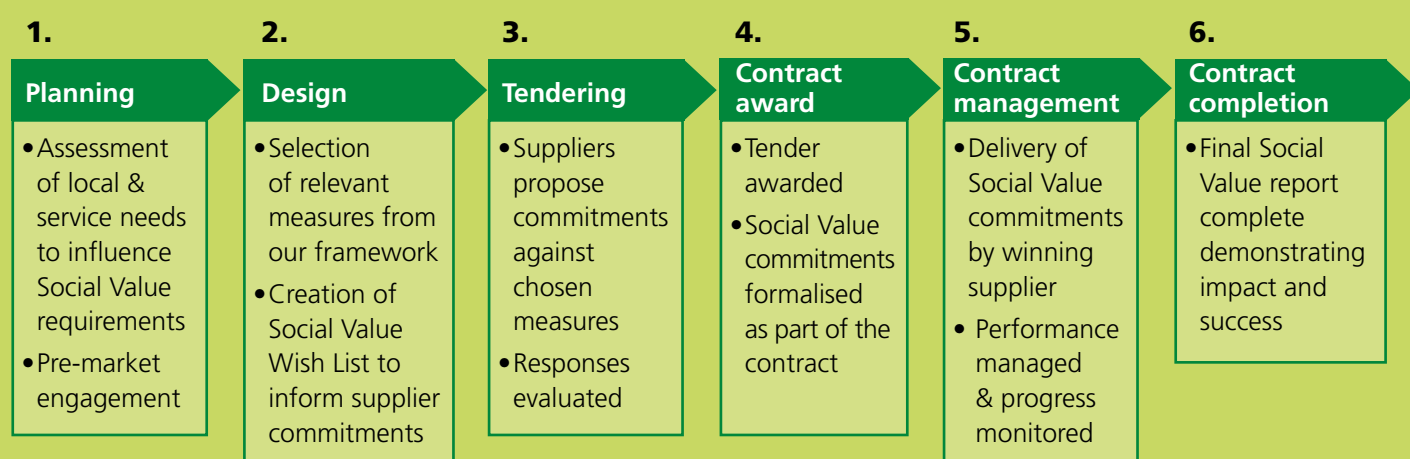
Officers are advised to create a menu of measures for their procurement following the recommended thresholds below:

Contract value	Below £500K	Between £500K-£1million	£1million+
Menu of Social Value measures	5-7 measures	7-10 measures	10-15 measures

Responses will then be evaluated and scored by the Council. For contracts valued over £100,000, bidders will receive a score for both the quantity of Social Value they propose to deliver (e.g. 40% of the score) and the quality of their method statements and delivery plan (e.g. 60%). However, for lower-value and VCS contracts, these weightings may be adjusted to ensure proportionality and fairness.

Our approach

Officers will follow the steps below to embed Social Value at each stage of the procurement and contract management cycle. For more information, please visit our step-by-step in the appendix.



HOW WILL WE MEASURE SUCCESS?

Each team within the council will be responsible for monitoring the delivery of Social Value commitments in line with best practice contract management of compliance and performance. Teams will be responsible for sharing updates with the Social Value Team so that the council can centrally report on the outcomes achieved.

We have adopted a two-step measurement and reporting solution to support our aspirations to understand and demonstrate the full impact of this framework on our residents and communities. This includes the monitoring of both qualitative and quantitative data using our Social Value measures and additional impact reporting tools such as surveys and case studies.

Surveys and case studies enable the council to better understand where we are creating the most impact and how our resident's lives are changing. This enables the council to make better decisions about the goals and activities we encourage our suppliers to deliver and demonstrate the real value of our Social Value Framework.

The Social Value Team will utilise the data shared by each team to report our success in an annual report.

The council's website will be the primary channel of communicating our success to residents, with updates also provided through our regular e-newsletters, social media channels and through Southwark Life magazine.

GOVERNANCE

To ensure successful delivery and implementation of this framework it is supported by a robust governance structure. Accountability is defined at every level within the council, supported by locally appointed Social Value Champions within each directorate. This will enable the council to streamline our decision-making.

Performance will be reviewed and overseen by our Lead Cabinet Member for Equalities, Democracy and Finance and Strategic Director for Resources. Progress will be shared bi-annually as well as within our annual report.

Day-to-day delivery will be managed by officers in Local Economy who will be responsible for reporting progress to leadership. The Social Value Champions will support coordination and holistic delivery of this framework across the council.

This framework will be in place for two-years before the council conducts a review. Year one will be a baseline year and an opportunity to identify the extent of activity. Following the baseline year, the council commits to publishing Social Value targets within a Social Value Statement on an annual basis.

Social Value Governance Matrix

Cabinet Cabinet Member for Equalities, Democracy & Finance	
Corporate Management Team Strategic Director for Resources	
Social Value Advisory Group Social Value Champions	Social Value Team Principal Programme Officer Senior Programme Officer

Southwark's Social Value Action Plan

The council has developed a Social Value Action Plan with input and support from the whole council and feedback from our supply chain which contains actions to be taken by the council to effectively implement our Social Value Framework. Each action will help the council to better steer our operations, the decisions we make, and the supply chain partners we work with.

Summary of key actions

- Provide training to our colleagues, suppliers and partners
- Launch a dedicated 'Social Value Hub' to store useful resources, tools and guidance
- Collaborate with council officers and our VCS to create 'Social Value Wish Lists'
- Build a Social Value research and evidence repository in partnership with the SIIP team
- Create a forum to consult external partners and gather feedback and insights on Social Value
- Complete an annual impact report and publish a Social Value statement

Contact details

For more information on our approach to delivering Social Value within Southwark or to provide feedback on this framework, please contact **socialvalue@southwark.gov.uk**

APPENDIX

Social Value Framework Methodology

The commitments captured against our Social Value measures must support our local community, economy and environment and the ambitions of Southwark 2030.

Southwark 2030 Goal	Measure reference	Measure	Unit	Proxy value
Decent homes for all	SC1	Support for initiatives to tackle homelessness and rough sleeping	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
Decent homes for all	SC2	Support for resident-led creation and improvement of community facilities on estates (e.g. parks, playgrounds, allotments, public art etc)	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
Decent homes for all	SC3	Provision of free housing advice and support for residents (e.g. home safety talks, DIY repairs, energy-saving tips, navigating housing schemes)	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A good start in life	NT4	Employees recruited who are Not in Education Employment or Training (16-24 y.o.)	no. people FTE	£ 53,013.00
A good start in life	SC4	Signatory of Care Leavers Covenant	Y/N	Non-financial
A good start in life	NT8	Support for students at local educational institutions	no. staff volunteering hours	£17.48
A good start in life	NT13	Meaningful paid work placements	no. weeks	£412.38
A good start in life	SC5	Support for children, young people and family-centred initiatives	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00

Southwark 2030 Goal	Measure reference	Measure	Unit	Proxy value
A safer Southwark	SC6	Support for community initiatives to prevent and reduce crime and anti-social behaviour	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A safer Southwark	SC7	Support for initiatives to reduce violence and promote safety of women, girls and young people	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A strong and fair economy	NT1	Local people employed or retained	no. people FTE	£ 45,772.00
A strong and fair economy	SC8	Proportion of local workforce who are Black, Asian and minority ethnic	%	Non-financial
A strong and fair economy	NT3	Long-term unemployed people recruited	no. people FTE	£51,561.00
A strong and fair economy	NT9	Accredited training for new employees	no. weeks	£347.00
A strong and fair economy	NT10	Employment of new apprentices	no. weeks	£309.73
A strong and fair economy	NT11	Personalised support to help unemployed people into work	no. hrs (total session duration)*no. attendees	£110.99
A strong and fair economy	SC9	Support for digital inclusion initiatives for priority cohorts	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A strong and fair economy	NT18	Spend with local companies in the supply chain	£	£1.09
A strong and fair economy	NT19	Spend with local SMEs in the supply chain	£	£1.10

Southwark 2030 Goal	Measure reference	Measure	Unit	Proxy value
A strong and fair economy	SC10	Proportion of local SME spend with organisations led by underrepresented groups	%	Non-financial
A strong and fair economy	NT15	Expert support to VCSEs and SMEs	no. staff expert hours	£106.34
A strong and fair economy	SC11	Accredited London Living Wage employer	Y/N	Non-financial
Staying well	SC12	Comprehensive physical and mental wellbeing programmes accessible for all staff working on the contract	Y/N	Non-financial
Staying well	SC13	Support for involvement in creative and cultural events or projects	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
Staying well	SC14	Support for initiatives which promote community health and wellbeing	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A healthy environment	SC15	Support for biodiversity and ecosystems or development of green space	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00
A healthy environment	SC16	Support for initiatives which tackle the climate emergency	Contract resources donated inc. time, materials, equipment, space etc (£)	£1.00

STEP-BY-STEP

Step 1 – Planning

As part of tender preparations, officers will complete an assessment of the local community and service needs relevant to the procurement. The findings from this assessment will inform the selection of measures to form the Social Value evaluation criteria.

Assessments should be made of the following:

- Value and duration of the contract
- Community plans
- Local needs data from the Southwark Insight Hub
- Insights from market engagement and/or consultation with residents

Please visit the SIIP intranet pages for additional resources, information and support to complete this assessment.

Step 2 – Design

Using the findings from step 1, officers will then set out their methodology for evaluating Social Value within their procurement strategy (Gateway 1 report) and draft the tender documents.

As a minimum, the procurement strategy should include:

- An overview of the needs identified in step 1
- The menu of Social Value measures to be utilised within the procurement
- Confirmation of Social Value weighting and sub weightings, and scoring matrix

Step 3 – Tendering

Bidders will complete a Social Value Submission Sheet for the tender which they must submit alongside their price and quality submission on ProContract.

Officers will evaluate the responses received by bidders in line with the criteria outlined in the tender documentation.

Step 4 – Contract award

Officers will award the contract to the most advantageous tender. The Social Value commitments proposed by the successful bidder against the Social Value measures will be set out as Key Performance Indicators (KPIs) in the contract award recommendation (Gateway 2 report).

The delivery of Social Value commitments against the relevant measures will 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.

In line with the requirements of the new Procurement Act to publish at least three KPIs for contracts over £5,000,000, the Social Value KPIs will be published.

Step 5 – Contract management

Progress against Social Value commitments will be monitored by the supplier using the relevant Social Value measures.

Suppliers are required to report their progress to the contract manager quarterly sharing the following information:

- Quantity of activities delivered in line with the unit for the measure
- Supporting evidence to demonstrate the activity has been delivered and who has benefited

This information will be reviewed and verified by the council and clarification questions will be issued to the supplier where sufficient evidence has not been provided.

Suppliers delivering contracts valued over £1million are required to complete an impact survey and case study at the end of each year of the contract (or at the end of the contract if the term is shorter than a year). These tools will be used to highlight the successful delivery of Social Value activity on the contract and the impact on our residents. Templates will be provided by the council.

Non-delivery

Where there are genuine and justifiable reasons for the non-delivery of a Social Value offer from the winning supplier, the council will initially seek to engage with them to determine what issues are impeding Social Value delivery.

The supplier should provide a coherent rectification strategy which may include alternative Social Value activities of an equivalent Social Value figure from our list of Social Value measures.

If the supplier is not able to deliver on its Social Value obligations as per the commitments in the contract or any of the alternative measures, the council reserves the right to apply remedies for the failure to deliver in whole or part of the Social Value commitments written in the contract.

Council decisions relating to non-delivery of Social Value will be discussed as part of Annual Performance Reviews.

Step 6 – Performance completion

Suppliers must ensure that the Social Value measures have been successfully achieved and provide all data and evidence to the council upon termination or expiry of the contract. This includes the completion of impact surveys and case studies.

The council's two step approach to reporting will enable us to tell the complete story. Our measures enable the quantification of Social Value in financial terms, so that we can measure the additional positive benefits created for residents and communities through every public pound spent. The impact surveys and case studies will provide the supporting narrative to demonstrate the full impact of activities.

Contract extension

If a project is extended, officers will work with the supplier to agree additional Social Value commitments for this period. These commitments will form part of the Gateway 3 report.



Social Value Framework - Equality Impact and Needs Analysis

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates		A Social Value Framework for Southwark			
Equality analysis author		Silvia Fuentes Piccolo			
Strategic Director:		Clive Palfreyman			
Department		Planning and Growth	Division	Local Economy	
Period analysis undertaken		December 2024 to April 2025			
Date of review (if applicable)		N/A			
Sign-off	Danny Edwards	Position	Assistant Director of Economy	Date	29/05/2025

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of policy/decision/business plan

The Social Value Framework for Southwark Council governs our approach to securing meaningful Social Value contributions for our residents within procurement, contract management and wider activities at the council. The framework clearly articulates our goals methodology and our intention to work collaboratively across the whole council, and with our external partners, to develop a genuine understanding of the opportunities around Social Value.

Social Value is a method whereby the council ensures our suppliers meet the needs for goods, works and services in a way that delivers value for money whilst maximising the potential of our borough making it fairer, greener, and safer for all our residents.

The Social Value framework for Southwark Council has the following aims and objectives:

- Define our vision and goals for Social Value, demonstrating how these relate to the wider strategic ambitions of the council and the borough.
- Commit to including Social Value within procurement and contract management activities in all contracts and specify our method and approach.
- Provide a clearly defined monitoring tool to ensure robust and transparent evaluation and reporting of Social Value outcomes.
- Set out the specific actions to be taken for effectively and meaningfully implementing this framework, building a coalition of support by our colleagues, suppliers, and partners.

Our Social Value Framework methodology combines measures from the Social Value Portal Open Access TOM System™ (OATS) with a set of Southwark-specific measures to capture Social Value outcomes in financial and non-financial terms. All measures follow best practice guidance on social value measurement and are mapped to the vision and goals from Southwark 2030. This structured approach will reduce uncertainty in target-setting, ensure success is properly managed, and provide clearer direction for continuous improvement. On a tender-by-tender basis, measures are selected from the Social Value Framework which are most applicable to goods, works or services being procured, and the needs of the local community.

The framework enables Southwark to make meaningful progress towards reducing systemic inequality and creating a fairer, more inclusive community for all residents. It ensures that suppliers do more to meet local needs, whether by delivering activities or supporting projects that often uplift marginalised or disadvantaged groups in the community.

In alignment with Southwark 2030, the Southwark Equality Framework and Southwark Stands Together, the Social Value Framework sets expectations for suppliers to demonstrate how they will contribute to reducing inequality in the local community and promoting equality. In support of Southwark's Economic Strategy and Council Delivery Plan, Social Value measures offer opportunities for career progression for people from all backgrounds, champion diversity in Southwark's supply chain and emphasise the council's commitment to community engagement in procurement processes. Measures promoting inclusive opportunities, good work and local economic development, support an economy with opportunities for all and an economy of good work. The Social Value Framework also strongly supports Southwark's Climate Change Strategy by incorporating measures that focus on sustainable infrastructure, biodiversity conservation, green space development and more.

The Social Value Framework for Southwark Council provides an actionable foundation to make lasting, positive changes in Southwark and make our borough fairer, greener, and safer for all residents.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<ul style="list-style-type: none"> • Southwark Council staff • Southwark Council suppliers • Southwark Council partners • Southwark residents
Key stakeholders were/are involved in this policy/decision/business plan	Clive Palfreyman – Strategic Director for Resources Steve Platts – Director of Planning and Growth Danny Edwards – Head of Local Economy Chloe Melvin – Principal Social Value Programme Officer Silvia Fuentes Piccolo – Senior Social Value Programme Officer

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. 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
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>Southwark Council's Social Value Framework methodology has the potential to address various forms of discrimination which individuals may face due to their age. Social Value delivery will be influenced by the assessment of local and service needs, providing a unique opportunity to meet the needs of specific age groups in the borough.</p> <p>For example, measure SC14 covers support for a range of initiatives which promote community health and wellbeing. A potential positive impact from Social Value delivery under this measure could be the fostering of good community relations for older residents within a specific age group. Support from suppliers could include the donation of contract resources including time, space or materials.</p> <p>Ageism is a barrier to the inclusion and full participation of older people in society. Support for initiatives aimed at the most vulnerable in society is a productive approach to fostering good community relations with the inclusion people of all generations. As a result of measures such as SC14, and SC13, social isolation could be reduced and people at risk supported.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p><u>Potential positive impacts</u></p> <p>As set out in the Social Value Framework, we will be adopting a methodology that combines Open Access TOMs measures with a set of Southwark-specific measures. Several Social Value measures support the advancing of equality of socio-economic opportunities for individuals within specific age ranges who may also experience multiple disadvantages.</p> <p>For example, measure NT4 supports the employment of young people between the ages of 16-24. The recruitment of young people in this age group as an approach to Social Value delivery may contribute to reducing feelings of isolation and promote an overall more inclusive workforce in Southwark's supply chain. Additional benefits may include a decrease in unemployment of NEETs in Southwark aged 16 – 24, and more opportunities for social mobility.</p> <p>Additionally, measure NT8 covers support for students at local educational institutions. Young students from disadvantaged backgrounds often face multiple disadvantages with regards to accessing employment opportunities. Under this measure, suppliers will be encouraged to share their expertise with students, including how to get into industries or how to write a</p>

	<p>CV. Initiatives could help tackle intersecting challenges faced by young people by breaking the cycle of socio-economic disadvantage, providing career knowledge and a better chance of social mobility.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
Equality information on which above analysis is based	Socio-Economic data on which above analysis is based
<p><u>General data</u></p> <p>The average (median) age of Southwark is 33 years, lower than the median age in London as a whole (35). (Source: How life has changed in Southwark: Census 2021 (ons.gov.uk)).</p> <p>In 2021, 3.3 million people aged 65 years and over were living alone in England and Wales. (Source: Profile of the older population living in England and Wales in 2021 and changes since 2011 (ons.gov.uk)).</p>	<p><u>General data</u></p> <p>Economic inactivity in Southwark is below regional and national levels. The main group of those who are economically inactive and not seeking work are students, with 16,500 in the borough, followed by those who are long-term sick, with over 10,000 in this group. (Source: JSNA Annual Report – Southwark Council).</p>
Mitigating and/or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

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

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>Adopting Social Value measures such as NT3 through Southwark Council's Social Value Framework may contribute to embedding equality-focused goals in procurement and contract management processes.</p> <p>Suppliers delivering Social Value under this measure will be encouraged to employ people from disadvantaged groups, including people with disabilities, fostering an inclusive approach to employment and community engagement. Through this Social Value approach, employers in Southwark's supply chain will actively challenge systemic discrimination in hiring practices.</p> <p>Additionally, measure SC14 (support for initiatives which promote community health and wellbeing) could support people with disabilities in several important ways. People with disabilities often face social isolation due to physical barriers or discrimination. SC14 could encourage the creation and strengthening of community networks as a form of wellbeing. This could provide meaningful spaces for people with disabilities to connect and receive support.</p> <p>Beyond the Social Value Framework Methodology, embedding Social Value requirements into procurement will provide pathways to participation for marginalised groups. Measures may reduce social isolation for people with disabilities as employment often creates a sense of belonging and drives meaningful progress towards a more inclusive and equitable society.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p><u>Potential positive impacts</u></p> <p>The Social Value Framework for Southwark seeks to utilise Social Value as a method for delivering more benefits to residents. Several measures applicable to goods, works or services being procured may positively impact people with disabilities.</p> <p>For example, measure SC10 refers to the proportion of local SME spend with organisations led by underrepresented groups. Measure guidance will encourage suppliers to spend with local SMEs led by people with disabilities. Through this Social Value commitment, this cohort may be supported to gain further economic independence, stronger support systems and overall, enhance social inclusion.</p> <p>Additionally measure NT3, 'long-term unemployed people recruited' also provides an opportunity to meet the socio-economic needs of disabled peoples through public procurement. Encouraged by measure-specific guidance, suppliers may hire people with disabilities, reducing inequality and fostering stronger community engagement.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>3 out of 4 disabled people (72%) have experienced negative attitudes or behaviour in the last 5 years.</p> <p>9 out of 10 disabled people (87%) who had experienced negative attitudes or behaviour said it had a negative effect on their daily lives. (Source: Disability facts and figures (Scope.org.uk))</p>	<p>As of 2023, the disability employment gap in the UK is approximately 29.8%. This indicates a significant room for improvement to promote equality in the workplace.</p> <p>Additionally, employment allows people with disabilities to build relationships and actively participate in their local communities, breaking down barriers and reducing societal prejudices.</p>

	(Source: Disability pay gaps in the UK: 2014 to 2023 (ons.gov.uk))
Mitigating and/or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

<p>Gender reassignment:</p> <ul style="list-style-type: none"> - The process of transitioning from one gender to another. <p>Gender Identity: Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>The Southwark Council Social Value Framework has significant potential to address societal issues faced by people transitioning from one gender to another. By adopting specific measures aimed at inclusion and equality, the framework provides an opportunity for explicit consideration of their needs in procurement and contract management processes.</p> <p>For example, measure SC7 which covers 'support for initiatives to reduce violence and promote safety of women, girls and young people', could be targeted towards people who are transitioning from one gender to another. As transgender people are particularly vulnerable to various forms of violence, initiatives could include specialised helplines and peer-support networks, as well as support for safe spaces designed to be trans-inclusive.</p> <p>The Social Value Framework also has the potential to foster good community relations and ensure transgender people feel welcome, included, safe, valued, and respected. By adopting measure SC13 which provides 'support for involvement in creative and cultural events or projects', suppliers could support networks or cultural events that explicitly include transgender awareness and inclusion efforts.</p> <p>Transgender individuals are disproportionately affected</p>	<p><u>Potential positive impacts</u></p> <p>Transgender individuals often face barriers to employment such as discrimination or lack of understanding from employers. Social Value measure NT13 – 'meaningful paid work placements' could provide an opportunity for work placements for transgender people in supportive, inclusive environments.</p> <p>Additionally, measure NT11 covers the provision of expert-led personalised support to help unemployed people gain work. Personalised support could be particularly beneficial for transgender individuals who may face unique challenges in the job market.</p> <p>Long-term unemployment can disproportionately affect transgender individuals, particularly if they have or lack of experience due discrimination or gaps in their employment history. Initiatives delivered and supported through measure NT3 – 'long-term unemployed people recruited' could provide targeted support for</p>

<p>by homelessness due to factors such as discrimination, family rejection, or violence. Through SC1, suppliers could be encouraged to support initiatives which directly secure housing for transgender people. For example, funding towards gender-neutral shelters could reduce the risks of violence and discrimination for many transgender people.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p>transgender individuals, offering them opportunities for employment in inclusive environments.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
<p>Equality information on which above analysis is based.</p>	<p>Socio-economic data on which above analysis is based</p>
<p>One in four trans people were discriminated against when looking for a house or flat to rent or buy in the last year. One in five non-binary people have experienced discrimination while looking for a new home. (Source: LGBT in Britain – Trans Report (2018) (Stonewall.org.uk))</p> <p>Existing LGBT+ specific services are not well known and would benefit from great promotion particularly online and via social media. In particular, there should be increased promotion of Trans-specific services in the borough. (Source: Southwark LGBTQ+ Community Consultation 2018-19 (healthwatchsouthwark.org))</p>	<p>Existing research shows that transgender Londoners are a marginalised group who face multiple barriers regarding healthcare, education, housing, and employment. (Source: Census 2021 deep dive: gender identity and deprivation in London (trustforlondon.org.uk))</p>
<p>Mitigating and/or improvement actions to be taken</p>	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</p>
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<p><u>Potential positive impacts</u></p> <p>The Southwark Social Value Framework has the potential to encourage Southwark's suppliers to provide meaningful support for same-sex couples by promoting inclusion and tackling discrimination. The framework provides a unique opportunity to consider the needs of same-sex couples through procurement and contract management processes.</p> <p>Measure SC6 covers support for a range of initiatives aimed at preventing and reducing crime and anti-social behaviour in the borough. Suppliers delivering social value under this measure may choose to support programmes which address the unique challenges of same-sex couples in ethnic minority groups. Initiatives supported might have a focus on intersectionality and the multi-faceted discrimination faced by LGBTQIA+ individuals from Black, Asian, Multi-ethnic communities.</p> <p>Suppliers delivering under this measure may also choose to support enhanced community safety measures such as better street lighting and surveillance which could reduce risks of homophobic hate crimes that same-sex couples might experience in public spaces.</p> <p>Social Value measure SC14 may also deliver several positive impacts which tackle discrimination against same-sex couples. This measure covers support for a range of initiatives aimed promoting community health and wellbeing. Initiatives supported might include social networks which address isolation faced by same-sex couples, family-centred initiatives tailored to the unique experiences of same-sex couples raising children and community-building initiatives that foster a sense of belonging for same-sex couples.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p><u>Potential positive impacts</u></p> <p>Measures within the Social Value Framework have the potential to support the needs of same-sex couples by promoting economic empowerment and enhancing their access to employment.</p> <p>For example, measure SC5 could give same-sex couples access to family therapy or support groups. Additionally, lesbian couples who are raising children may face unique economic disadvantages related to the gender pay gap. By supporting initiatives that provide access to financial resources and training, SC5 could help alleviate some of these challenges.</p> <p>Additionally, measure SC10 which refers to spend with SMEs led by underrepresented groups could provide an opportunity for Southwark's suppliers to support local businesses led by LGBTQIA+ individuals.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Those identifying as heterosexual or straight were most likely to be married (46.4%) in 2022, while for those identifying as LGB, the majority had never married or entered a civil partnership (72.0% of those identifying as lesbian or gay and 82.9% of those identifying as bisexual, respectively. (Source: Sexual orientation, UK: 2021 and 2022 (ons.gov.uk))</p>	

Mitigating or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

<p>Pregnancy and maternity - Pregnancy is 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.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>The Southwark Council Social Value Framework could have significant positive impacts on pregnant people or those on maternity leave particularly by supporting their needs and ensuring that they are not disadvantaged in the workplace or society.</p> <p>For example, measure SC14 which promotes support for initiatives which promote community health and wellbeing could improve the physical or mental health of pregnant individuals through the investment of resources in prenatal and postnatal care programmes, physical therapy or mental health support. This measure could also address the mental health aspects of maternity leave, such as potential isolation or stress, by offering tailored support.</p> <p>Similarly, measures such as SC5 which supports children, young people and family-centred initiatives could encourage suppliers to support networks providing emotional and social support for pregnant individuals and new parents. Networks might include parenting groups, peer support and mentorship programmes which could provide a space for individuals to connect with others in similar situations.</p> <p>Maternity leave can be an especially vulnerable time for women in abusive relationships. Measures such as SC7 (initiatives to reduce violence and promote safety of women, girls and young people) could provide essential support to pregnant individuals who may face domestic violence or abuse. Funds invested could be directed towards services, shelters, and programmes that protect their safety and well-being during pregnancy and after</p>	<p><u>Potential positive impacts</u></p> <p>Measures included in the Social Value Framework methodology not only ensure that pregnant individuals and those on maternity leave are not left behind economically but also contribute to creating a fairer, more inclusive community where everyone, regardless of their maternity status can have equal access to opportunities.</p> <p>For example, measures such as NT11 (personalised support to help unemployed people into work) could help provide personalised support to pregnant people or those on maternity leave who are seeking to return to work.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>

<p>childbirth.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>Overall, three in four mothers have said they have experienced a negative or possibly discriminatory experience during pregnancy, maternity leave, and/or on return from maternity leave.</p> <p>(Source: Pregnancy and Maternity-related Discrimination and Disadvantage (EHRC))</p>	
Mitigating and/or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p><i>Potential positive impacts</i></p> <p>Aligned to Southwark Stands Together, the Southwark Council Social Value Framework has the potential to address racial inequalities and foster stronger, more inclusive communities in Southwark. A robust Social Value approach will enable suppliers to better consider the unique needs of residents and how they can best offer support.</p> <p>Measures such as SC14 could directly focus on</p>	<p><i>Potential positive impacts</i></p> <p>Including Social Value in all procurement processes has the potential to advance equality of opportunity and promote the inclusion of underrepresented groups in the workforce, reducing employment disparities. For example, SC8 measures the proportion of the local workforce who are Black, Asian and minority</p>

<p>reducing systemic and interpersonal racism. Activities might include anti-racism training, community forums, or the support of public campaigns aimed at raising awareness and reducing racial prejudice.</p> <p>SC13 which refers to support for involvement in creative and cultural events, can promote understanding and celebration of the diversity within the borough, reducing social divisions. Activities under SC13 might involve organising or supporting festivals, art exhibits, workshops, or performances that celebrate the heritage and contributions of various racial groups. Brining diverse groups together through cultural events could facilitate interactions that break down barriers and reduce prejudice, building social cohesion and cross-cultural understanding.</p> <p>Measure SC7 focusing on initiatives to reduce violence and promote the safety of women, girls and young people, could deliver specific benefits for women facing intersectional violence. For example, contract resources could be donated towards victim support programmes, community forums or safe spaces for people who have experienced violence on the basis of their race and/or gender.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p>ethnic.</p> <p>Social Value measures such as NT3 (recruitment of long-term unemployed people) could encourage employers to actively promote the inclusion of underrepresented groups in the workforce, reducing employment disparities.</p> <p>Through Social Value delivery, support for students at local education institutions (NT8) and personalised support to help unemployed people into work could be targeted to address barriers faced by racial minorities in education and employment, equipping them with skills and the space for advancement.</p> <p>Additionally, measure SC10 measures the proportion of local SME spend with organisations led by underrepresented groups, directing suppliers to spend with local business led by ethnic minorities. These businesses often face barriers to business networks, resources and funding, so promoting these partnerships through our procurement process is vital to enable socio-economic growth of these organisations.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>In 2021, 6.3% of Southwark residents identified their ethnic group within the 'Other' category ('Arab' or 'Any other ethnic group'), up from 3.3% in 2011. The 3.0 percentage-point change was the largest increase among high-level ethnic groups in this area.</p> <p>There are many factors contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals choose to self-identify between censuses.</p> <p>(Source: How life has changed in Southwark: Census 2021 (ons.gov.uk))</p>	<p>Between March 2020 and January 2021, we know that Black, Asian and minority ethnic communities, young people and people in low-income households experienced job, financial and household insecurity which led to increasing financial stress and negative impacts on mental health (Source: Southwark Stands Together Annual Report 2021 (Southwark.gov.uk))</p>
<p>Mitigating and/or improvement actions to be taken</p>	

<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>
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<p>Religion and belief - Religion has the meaning usually given to it but 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 for it to be included in the definition.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Potential positive impacts</u></p> <p>The Social Value Framework for Southwark Council, particularly through Social Value measures, could have several positive impacts for groups who may face discrimination and exclusion due to their religious beliefs.</p> <p>For example, measures such as SC13 which supports involvement in creative and cultural events or projects within the borough could involve campaigns, training or interventions aimed at reducing prejudice and ensuring that people are treated equally and with respect, regardless of their religious beliefs.</p> <p>SC13 could also provide direct support for interfaith events, religious celebrations and public religious festivals that raise awareness of different faiths and promote understanding. By ensuring people from all faith and belief backgrounds are represented and respected in cultural activities, support for these initiatives could foster good community relations and promote inter-faith dialogues.</p> <p>SC6 focuses on initiatives to prevent and reduce crime and anti-social behaviour including reducing violence against people from minority religious communities who may face heightened risks of targeted violence. For example, certain religious groups may experience hate crimes or targeted violence and initiatives addressing violence will also be beneficial in protecting vulnerable members of these communities.</p> <p>There is no negative impact associated with the</p>	<p><u>Potential positive impacts</u></p> <p>People of religious backgrounds, particularly those who are often face multiple disadvantages due to their race, often face barriers in the community due to religious discrimination. Several Social Value measures provide an opportunity to address these forms of discrimination.</p> <p>For example, measures such as SC2 which captures resident-led improvements to statements will encourage suppliers through guidance to conduct resident consultation which is inclusive of faith groups.</p> <p>In addition, SC12 measures whether suppliers have comprehensive mental and physical wellbeing programmes for staff which cover flexible working policies which allow employees to honour their faith commitments without compromising work responsibilities including prayer times and religious practices.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>

Social Value Framework for Southwark Council.	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
In 2021/22, Home Office's Annual Hate Crime Statistics show there were 8,730 religious or other faith-based Hate Crimes, an increase of 37% from last year. (Source: Religious Discrimination (stophateuk.org))	
Mitigating and/or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>Through adoption of the Social Value Framework, there are several potential positive impacts on people who face discrimination based on their sex.</p> <p>Measure SC7 which covers initiatives to reduce violence and promote safety of against women, children, and young people directly addresses gender-based violence, a critical issue for marginalised women who are at a higher risk of abuse and violence. Reducing violence against women could create safer, more supportive environments for women.</p> <p>Additionally, people who face intersecting forms of discrimination due to their sex and other protected characteristics could be positively impacted by Social Value measures. For example, research shows that 6 in 10 homeless people living in temporary accommodation are women. Initiatives delivering on measures such as</p>	<p><u>Potential positive impacts</u></p> <p>Measure SC10 (proportion of local SME spend with organisations led by underrepresented groups) incentivises Southwark Council's suppliers to directly support women-owned businesses. A positive outcome of this could be increased visibility of women-owned businesses in Southwark, helping them access larger markets and socio-economic opportunities.</p> <p>Additionally, SC8 encourages suppliers to increase the proportion of their local workforce who are Black, Asian and minority ethnic. This measure could also be delivered through an intersectional lens which supports the employment of women and</p>

<p>SC1 and SC3 could be targeted towards supporting homeless shelters for women, particularly those who have faced domestic abuse.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p>marginalised genders within those cohorts.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>60% of all homeless adults living in temporary accommodation in England in 2021 were women, despite making up 51% of the general population. In the past decade, the number of homeless women living in temporary accommodation has almost doubled from 40,030 in 2011 to 75,410 in 2021 – a rise of 88%. (Source: Women are some of the biggest losers in England's broken housing system (England.shelter.org.uk))</p>	<p>Of the UK's small and medium-sized enterprises with employees, 18% were led by women in 2022, according to data from the Government's annual Small Business Survey. (Source: Women and the UK economy (researchbriefings.files.parliament.uk))</p>
Mitigating and/or improvement actions to be taken	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>By addressing discrimination, fostering inclusivity, and promoting opportunities for marginalised groups, Social Value measures have the potential to deliver positive impacts for individuals facing disadvantages due to their sexual orientation.</p> <p>For example, measure SC14 (support for initiatives which promote community health and wellbeing), could help reduce homophobia and other forms of prejudice</p>	<p><u>Potential positive impacts</u></p> <p>The Southwark Council Social Value Framework promotes local employment which could directly benefit people from the LGBTQIA+ community who may experience discrimination in the wider labour market.</p> <p>For example, measures such as NT3 (long-term unemployed people recruited) and SC10 (spend with</p>

<p>that LGBTQIA+ individuals might face in public spaces and workplaces. This could include campaigns, training, or interventions aimed at improving awareness of LGBTQIA+ rights and fostering a more inclusive environment for all.</p> <p>Furthermore, SC14 could be particularly beneficial for people who face social isolation due to their sexual orientation. This measure could encourage the creation of safe spaces for individuals to connect, support one another, and engage with the wider community.</p> <p>Additionally, LGBTQIA+ individuals who face stigma or discrimination, are at higher risk of experiencing mental health challenges such as depression, anxiety. This measure could be tailored to the needs of LGBTQIA+ individuals, including mental health support, peer support programmes, and LGBTQIA+ specific healthcare services.</p> <p>Residents who face discrimination based on their sexual orientation may also face additional challenges related to housing instability. Social Value measures such as SC1 (support for initiatives to tackle homelessness and rough sleeping) could encourage suppliers to support LGBTQIA+ inclusive housing initiatives and safe spaces.</p> <p>There is no negative impact associated with the Social Value Framework for Southwark Council.</p>	<p>organisations led by underrepresented groups) could encourage suppliers to hire residents and spend with businesses who may be discriminated against due to sexual orientation.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Around one in eight LGBTIQ+ people have experienced unequal treatment from healthcare staff because they are LGBTIQ+. One in seven have avoided treatment for fear of discrimination. (Source: LGBTIQ+ people: statistics (mentalhealth.org.uk))</p>	
<p>Mitigating and/or improvement actions to be taken</p>	
<p>We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.</p> <p>All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.</p>	

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

The Social Value Framework for Southwark Council supports several Human Rights Act articles, enhancing human rights for marginalised communities in the borough.

Measures addressing homelessness (SC1) and health interventions (SC12 and SC14) help protect the right to life, especially for vulnerable groups such as homeless individuals and those with health inequalities. These initiatives provide access to safe housing and health services, improving quality of life and preventing premature deaths.

Support for the homeless (SC1) and initiatives addressing violence against women (SC7) help protect individuals from degrading treatment. By offering housing, employment, and safety, these measures ensure dignity for people facing extreme vulnerability, including those at risk of mistreatment.

The recruitment of young people (NT4) and people with disabilities into employment provides voluntary, dignified work opportunities, ensuring individuals are not subjected to forced labour and can work freely in fair conditions.

Measures that could result in the recruitment of disadvantaged groups such as ex-offenders and care leavers, promote reintegration into society through employment, reducing the risk of re-incarceration and enabling individuals to exercise their right to liberty without the constraints of long-term unemployment or social exclusion.

Measures targeting racial inequality and promoting spend with local ethnic minority and women-led SMEs, help combat discrimination in the workplace, fostering equality and inclusion for underrepresented groups.

There is no negative impact associated with the Social Value Framework for Southwark Council.

Information on which above analysis is based

[The Human Rights Act](https://equalityhumanrights.com) (equalityhumanrights.com)

Mitigating and/or improvement actions to be taken

We will collaborate with council officers and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.

All Social Value measures in the Framework Methodology will be supported by additional guidance around diversity, equality and inclusion considerations.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

The Social Value Framework for Southwark presents a significant opportunity to positively impact residents who experience discrimination, inequality, and exclusion due to one or more protected characteristics. By adopting our Social Value methodology there is an opportunity for measures to target specific groups effectively. The methodology will ensure that procurement and contract management processes contribute to reducing systemic inequality and fostering a fairer, more inclusive community for all.

The Social Value Framework encourages suppliers to actively engage in efforts that address local needs. Each Social Value measure is accompanied by tailored guidance for suppliers, which can be adjusted based on the specifics of each tender. Guidance includes diversity, equality, and inclusion considerations which have been created in collaboration with relevant teams at Southwark Council. This targeted guidance is particularly beneficial for promoting equality for protected groups, as procurement officers can direct suppliers towards activities or initiatives with the potential to directly benefit these communities. For instance, certain suppliers from specific sectors may be better positioned to hire employees with disabilities, enhancing workforce inclusivity.

The inclusion of Social Value in procurement processes has the potential to advance socio-economic equality, particularly by promoting equal opportunities and greater workforce diversity. This approach could significantly reduce employment disparities, offering underrepresented groups a better chance at inclusion.

To ensure that Social Value initiatives are impactful and relevant to residents facing discrimination, the Social Value team will collaborate with council officers and local community partners to develop tailored 'Social Value Wish Lists.' These will target specific needs within the community, ensuring that all Social Value activities are meaningful and aligned with local needs.

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Understanding local needs of disadvantaged or vulnerable groups.	We will collaborate with council officers, the VCS and community partners to create 'Social Value Wish Lists' to deliver targeted activities which support vulnerable groups.	Ongoing (tender-by-tender)

2	Ensuring Social Value measures are delivered with considerations of the needs of disadvantaged groups	We will collaborate with relevant internal teams to produce guidance to support each measure.	Ongoing
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