

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

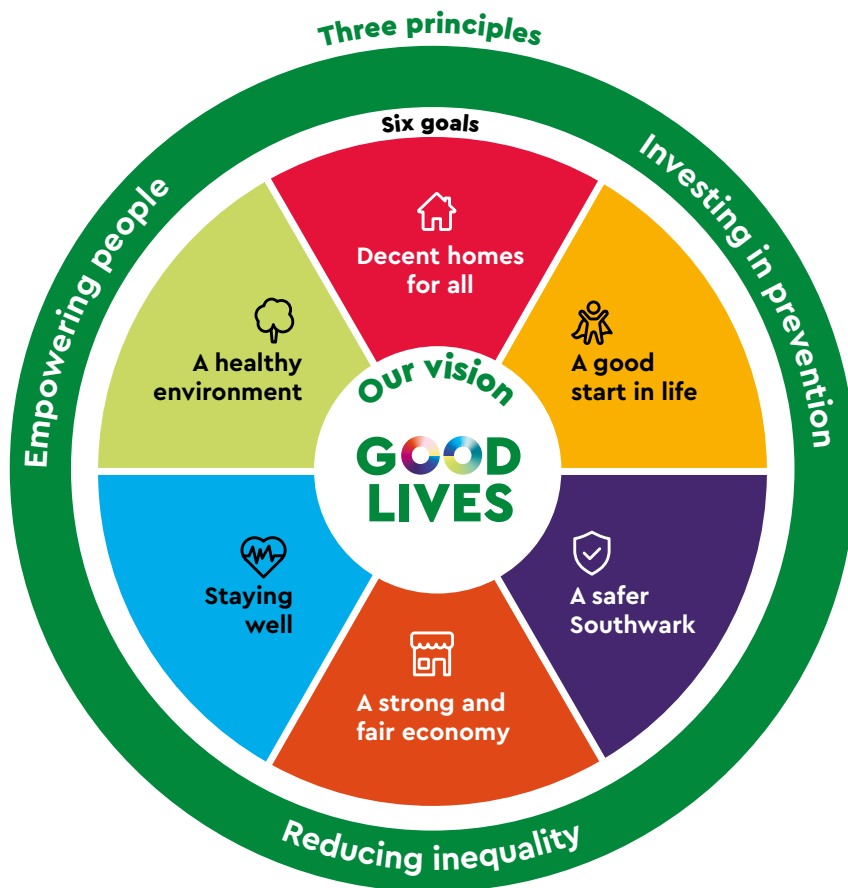


Delivering Southwark 2030

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

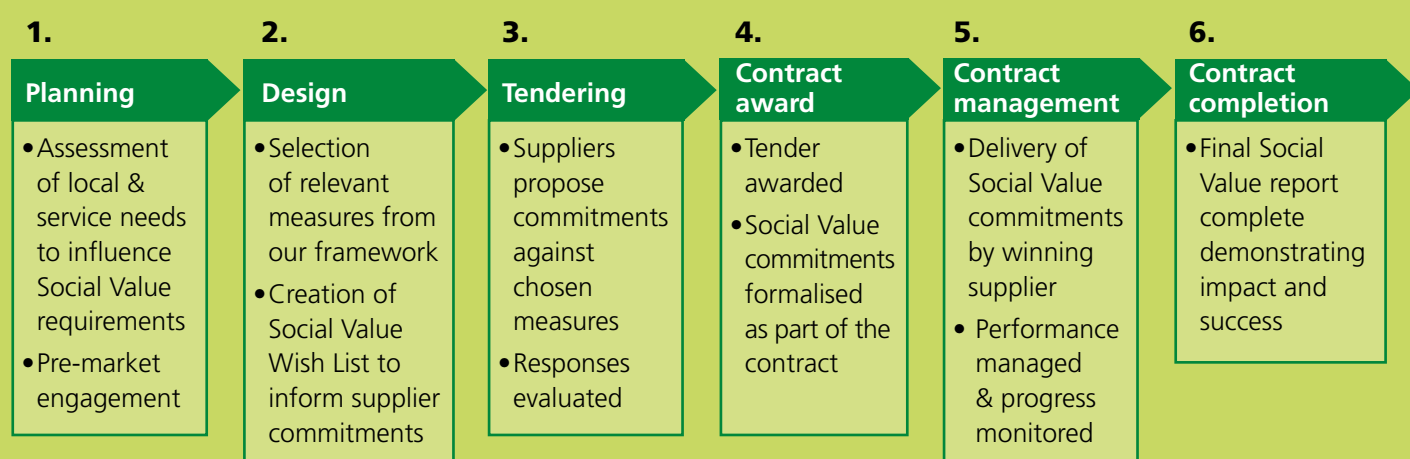
Officers are advised to create a menu of measures for their procurement following the recommended thresholds below:

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.