

CABINET SECOND SUPPLEMENTARY AGENDA

14 January 2026

The following reports are attached for consideration and is submitted with the agreement of the Chairman as an urgent matter pursuant to Section 100B (4) of the Local Government Act 1972

8 ADOPTION OF SOCIAL VALUE GUIDANCE POLICY (Pages 3 - 22)

Omitted appendices

13 PEOPLE OVERVIEW & SCRUTINY COMMENTS - EDUCATION & EMPLOYMENT SKILL STRATEGY (Pages 23 - 26) – document attached

14 COMMENTS OF OVERVIEW AND SCRUTINY BOARD ON REQUISITION OF CABINET DECISION - FUTURE PROPOSALS FOR FORMER LIBRARY PREMISES (Pages 27 - 30) – document attached

**Zena Smith
Head of Committee & Election
Services**

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London Borough of Havering Social Value Policy Guidance

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London Borough of Havering Social Value Policy Guidance

Aims and Purpose

Introduction

This document sets out how the London Borough of Havering will work to use its power as a major procurer of goods, services and works to deliver wider social, economic and environmental impact for our communities and businesses.

London Borough of Havering wants to ensure that it delivers for its residents on the backdrop of limited resources. To enable this to happen LBH must work with organisations that share our values, goals and commitments to our residents through commitments to create additional benefits as part of the procurement process.

What is out of scope for Social Value

There are number of activities that are available to the Council that social value cannot be applied to or social value cannot be used for, examples are as follows;

Type	Description
Section 106	Section 106 (S106) Agreements are legal agreements made between Local Authorities and developers. The agreements are linked to planning permissions and can also be known as planning obligations. These are ring fenced for that specific purpose.
Funding of core services	The Council cannot use social value to fund budget deficits for its core services
Deliverables in the specification	Items that have been set out in a specification as part of a procurement process cannot be used as social value, as it has already been requested as a need in the service delivery. Social Value is in addition to what is being asked for as part of the service.
Sponsorship	Sponsorship is managed by a separate policy and is not included in this social value policy Advertising and Sponsorship Policy

Background

The Council procures a wide range of goods, services and works that can be leveraged into benefits for our communities.

The London Borough of Havering's overall vision is "The Havering you want to be a part of". Our aims in order to fulfil this are:

- **Supporting our residents to stay safe and well**
- **Make Havering a great place to live, work and enjoy**
- **Enabling a resident focused and resilient Council**

The Council's values are:

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Integrity:	Uphold transparency and accountability in all decisions and operations
Creativity:	Foster innovative and adaptable approaches to address community needs.
Ambition:	Strive for ambitious standards and ambitious goals in social value creation.
Respect:	Prioritise treating all stakeholders with dignity and empathy.
Everyone:	Ensure inclusivity, accessibility, and equal participation in all initiatives.

The Public Services (Social Value) Act 2012 obliges all local authorities to consider:

- (a) *how what is proposed or to be procured, might improve the economic, social and environmental well-being of the relevant area*
- (b) *how conducting the process of procurement, might act with a view to securing improvement.*

The [Social Value Act](#) requires the council to reflect on its core services and products, and to consider how we might design and deliver these in a way that generates even greater value for our communities. We remain committed to delivering the best quality whilst maintaining value for money, to create benefits and opportunities for our residents and for the workforce.

This document will outline the following:

- Social Value in the London Borough of Havering
- Procurement Process
- Measurement and Monitoring of Social Value
- Social Value Processes, Stakeholder and Community Engagement
- LBH Social Value Themes and KPI's

Aims of Social Value in the London Borough of Havering and Benefits

The Social Value policy is aligned with the aims and focus of Havering's Corporate Strategy and vision of creating "the Havering you want to be a part of." Increasing social value will help us in our efforts to achieve this. Our mission is to generate social value through the procurement process and other measures to help increase the economic, social and environmental benefits for Havering. Ensuring there is a clear understanding of our approach and processes will help residents, potential suppliers, stakeholders and commissioners to promote and implement this.

Social Value in the London Borough of Havering

Social Value is the additional social, economic or environmental benefits which the borough may receive as a result of procuring goods, services and works from an organisation. Social Value **must be** additional benefits received from a contract, which is beyond the core requirements of the service requirements, that benefit the wider community. The council will encourage staff and suppliers to think about how they can create social value when making decisions. These benefits can be:

Social – Improving wellbeing of individuals and communities within the borough

Economic – Promoting economic business practices which benefit the borough

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Environmental – Promoting and implementing sustainable processes and practices which benefit the physical environment

Social Value is about:

Measurable Change: Making things better in a way we can measure.

Working Together: We achieve Social Value by sharing resources and working as a team.

Adding Value: It's not just about saving money; it's about adding/delivering value to the community.

Beyond 'Social': It's not just about people; it's also about the environment and local economy too.

Going Beyond the Basics: Doing more than just what a service or organisation is intended to do.

Social Value should be:

Easy to Understand: Social Value should be clear and helpful for staff, managers, suppliers and residents.

Measurable: We should be able to measure the positive changes in our community.

Flexible and Collaborative: We should work together and be flexible in how we help the community.

Sustainable: Social Value should focus on long-term benefits and to develop and foster strong relationships.

London Borough of Havering Social Value Themes

The Council are responsible for delivering social value within the community and ensuring policies and practices are put in place to help facilitate this. Including Social Value in the procurement process, should encourage suppliers being more conscious on their business practices and policies and consider what they can do to increase the economic, social and environmental benefits in the borough which they are operating.

We have created 4 Key Social Value Themes based on the Council's goals, visions and values and Havering's Corporate Plan, which are:

- **Promoting Local Skills and Employment**
- **Supporting Local Economy and Growth**
- **Healthier, Safer and more resilient communities**
- **Protecting and improving the environment**

The Council has created key themes which align with our corporate plan, vision and values in order to help shape the Social Value Strategy. When we are asking others to think and contribute to Social Value the key themes will allow suppliers to know what is important to Havering and how they can and support when making social value commitments in the borough.

The Council's Social Value Policy is a document which can help suppliers and staff understand Social Value in context of procurement in the borough. It will detail the four themes and examples of social value contributions which can be provided to the council. It will also provide examples of Key Performance Indicators which contract managers can include in their contracts.

Promoting Local Skills and Employment	
Work with the Council to meet the requirements set out in the Corporate Plan and	- Providing access to employment and apprenticeships through commitments made

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<p>Vision in order to support in removing low pay, reduce unemployment and increase access to education and training for borough residents and businesses. To increase the level of volunteering in the borough whilst looking to improve on the health and wellbeing and safety of residents by:</p>	<p>by suppliers as part of contracts entered into with the Council.</p> <ul style="list-style-type: none"> - Providing work related opportunities for learning in the borough's schools such as work experience, career talks, mock interviews, cv development and insight visits.
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Supporting the Local Economy and Growth	
<p>Collaborate with suppliers to drive support in job creation and business growth by:</p>	<ul style="list-style-type: none"> - Buying goods and services from organisations that are located within the borough boundary where possible, and to report on each year's activity and outcomes - Engaging and helping local suppliers to access procurement opportunities through Business to Business forums and workshops to Meet the Buyer events. - Promoting learning initiatives and opportunities for local residents to increase employability

Healthier, Safer and more resilient Communities	
<p>The Council will seek to improve health and wellbeing and safety of the residents by:</p>	<ul style="list-style-type: none"> - Supporting initiatives that look to tackle health issues such as obesity - Supporting initiatives to help keep our residents safe such as anti-social behaviour domestic abuse and other challenges that impact the resilience of residents

Protecting and Improving the Environment	
<p>To work and collaborate with the Council to meet its commitment to "continue to deliver a green borough"</p>	<ul style="list-style-type: none"> - Support initiatives to improve carbon emissions within our supply chain - To take steps to minimise energy consumption corporately and the wider borough - Support initiatives that seek to increase the volume of recycling wherever possible
Financial Contribution	
<p>The Council will where appropriate accept financial contributions from a bidder as part of their social value commitment.</p>	<ul style="list-style-type: none"> - The contribution can be used in a variety of ways such as; <ul style="list-style-type: none"> - to support local VCSE (Voluntary organisations/Charities) through the Community Chest program (https://www.havering.gov.uk/voluntary-

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	<p>community/grants-support-voluntary-community-groups/4)</p> <ul style="list-style-type: none"> - to support educational sites within the Borough for projects that do not fall within their core services - to support Community based outcomes that require support from the Council
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Tender Process

Procurement Process

Social Value will be embedded through different parts of the procurement process and beyond.

Social Value must apply to all contracts for goods, works and services over £100,000. Any potential bidders will be asked to provide social value offers and commitments which are aligned with the council's values and key social value themes. The council reserves the right to apply Social Value obligations in contracts under £100,000, however it is not mandatory and will be reviewed on a case-by-case basis. In the event that it's agreed for social value to be applied below £100,000 then the request must be proportionate to the value of the requirement, and the output should not be onerous or increase the cost of the service being purchased.

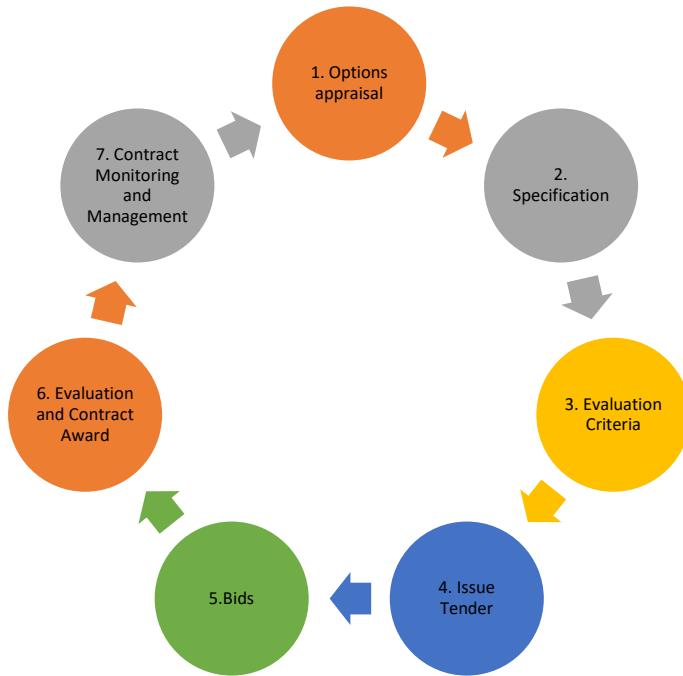
Social Value **must** be considered in the pre-procurement phase of the procurement process. Whilst planning the service design, scope and approach there must be thought and discussion around what can be done to generate social value as a result of the potential contract. This must be covered in all pre procurement reporting and governance.

For contracts over £100,000, a minimum of 10% of the award criteria **must** be attributed to Social Value. This means that bidder's social value offers and commitments will influence the final scores of tendering processes which will result in awarding a contract. Example of Award Criteria below:

Award Criteria	
Quality	30%
Price	60%
Social Value	10%

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Where does Social Value come in the tendering process



Stage	Outline
1 – Options Appraisal	Commissioning teams to assess with Strategic procurement which elements of the social value needs could be delivered through the contract that match the core values.
2 – Specification	The specification will be used to remind ALL potential suppliers of the social value requirements and how to shape their proposals
3 – Evaluation Criteria	Social Value will be given a 10% weighting on ALL contracts over £100,000, except where the procurement is conducted through an accessible framework or DPS where the weighting maybe different as part of the conditions of access.
4 – Issue Tender	Social value requirements are set out in the Invitation to Tender (ITT), this can be through delivery plans or method statement responses.
5 – Bids	Suppliers will respond in the requested format either through delivery plans or method statements.
6 – Evaluation and Contract Award	All received bids will be evaluated against the agreed scoring matrix contained in the ITT
7 – Contract Monitoring and management	The successful tenderer will be required to submit evidence on a regular or pre-defined timetable to ensure the commitments are delivered to time and scale as set out in the contract.



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Social Value - Method Statement Question

The council will set social value question(s) and the response will be evaluated based on the quality of potential social value offerings and commitments that align with the specification, council's vision, values, key social value themes and the scoring matrix. Suppliers social value proposals are assessed on deliverability and sustainability. This ensures that the proposals put forward by suppliers are deliverable and measurable against the commitments made as part of the tendering process.

The Social Value response maybe of a financial nature if required and expectations will be set out as part of the tendering process and will be scored within an agreed methodology to ensure scalability in the responses.

In the event a supplier fails to deliver the social value commitments as set out in the tender process, the Council has the right to apply liquidated damages to be compensated up to the loss of the estimated value of the undelivered commitments. This would be a last resort if the supplier does not comply with its obligations and all mediation still results in failure to deliver. The value would be calculated by the Council and agreed with the Supplier to ensure a reflective value is compensated.

Open Opportunity vs Framework

The type of route to market, which is being used to procure may affect how you try and gain Social Value. We are introducing an opportunity for bidders to commit to a contribution to the Council's Social Value Fund. This will only be used in the event that the supplier is not able to provide additional benefits under the tendering process or is seen as an additional request. An example is where the Council calls off from a framework where social value was not part of the original tendering process, but the Council has requested the additional benefit. An open process will allow the council and service areas to plan and design the tender documents such as method statement questions and specification to include the social value KPI's or themes so potential suppliers are aware of what is required from a social value aspect and can prioritise this important element.

Spending Locally - Investment in Local Economy

In Havering we want to encourage spending with local businesses in the borough and neighbouring boroughs in line with supporting local economy, growth, skills and employment. To assist we will create Local Supplier and Contractor List to help support this. This will assist with premarket engagement and advertising opportunities to local suppliers to ensure these are signposted.

Joint Venture/Strategic Partners

The Council can also leverage social value through its own arm's length bodies, Joint Ventures and strategic partners. The expectation is that our partners will contribute to social value within the borough in line with our own policies and priorities. This will expand on the scale and opportunities to deliver value in addition to the core functions being provided.

Local Person/Contractor or Business

This means an individual, Business or Collaboration providing services to the council, which based or registered in the constraints of the borough boundary.

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Contract Management

Contract Managers will include related Key Performance Indicators (KPI) in their contracts and specifications which will inform the potential suppliers of the goals and objectives to be met during the contract. As well as having Key Performance Indicators focused on the goods, services or works being delivered, there will also be social value Key Performance Indicators to ensure that they are reviewing the social value commitments and check whether they are being delivered, and their impact. This will be on a one off or contract lifecycle basis to ensure longer term commitments such as apprenticeships are tracked and confirmed.

Contract Managers should ensure:

- Confirmation of evidence required to meet requirements
- Quarterly reports showing progress against targets
- Summary report at the mid-point and at the end of project/contract in order to track and manage the commitment to the outputs delivered ensuring Social Value performance

We will record the agreed Social Value commitments and whether they have been delivered. Reviews of performance will include suppliers and contractors reporting back on their progress. This will help us understand the Social Value being created through contracts within the council.

Engagement and Monitoring

Measurement and Monitoring of Social Value and Benefits

Once contracts have been entered into with suppliers, contract managers have responsibility to monitor the key performance indicators within the contract and social value commitments which were proposed in the tender documents and agreed to prior to entering the contract. Contract Managers are responsible for monitoring the social value within their contracts.

Measurement and monitoring of contracts is important for maintaining transparency, accountability between the London Borough of Havering and the supplier. It also helps to analyse information to see if the contract is performing to the required standard and make decisions to improve or sustain performance. We need to monitor and measure the social value within a contract so we can assess and highlight the impact of these social value commitments, projects and schemes.

Measuring and monitoring allows us to analyse information. We can see what social value commitments have been made by suppliers and their progress on.

Council officers will be required to ensure the social value information is entered onto the e-procurement tool, which will act as the central repository, where social value can be recorded, monitored and reported on. Having central oversight and management is a positive benefit as this will allow for social value to be transparent, visible and trackable to ensure all benefits are delivered. This will also allow for accurate reporting and monitoring to ensure distribution is appropriate.

To ensure full transparency of the outputs achieved through Social Value an annual highlight report will be uploaded onto the Council's website for all to view.

We Measure Social Value by:



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- **Inputs and Outputs:** Counting Factors like volunteer hours, trees planted, or webinars delivered.
- **Metrics:** Attribute a financial value on an input to measure the financial
- **Key Performance Indicators:** Use indicators like local employment rates and environmental impact metrics.
- **Data Collection:** Collect and store data to measure Social Value and analyse performance
- **Case Studies:** Share stories and use other methods to explain the impact.
- **Benchmarking:** Compare our performance with similar organisations to see how well we are doing.

We Monitor Social Value through:

Supplier / Bidders dos and don'ts

1) Don't offer anything that is required in the core contract:

Services or actions that the bidder is required to provide as part of the core contract requirements cannot also be counted as Social Value. For example: if the contract is about supporting people back to work, bidders cannot claim Social Value for taking people out of unemployment, as that is part of the requirements of the core contract.

2) Do provide good evidence of how you will deliver Social Value:

When submitting Social Value offers, make sure you take the time to fill in the Delivery Plan and Method Statement to the best of your ability. We are looking for bids that are deliverable as well as ambitious – a weak method statement will reduce the coherence of the offer and impact the overall score awarded to Social Value.

3) Don't double count:

Each Social Value outcome may be claimed only once. For example: if a reduction in carbon emissions is proposed through a flexible working initiative, bidders may not claim the same reduction in emissions achieved via a different initiative.

4) Do make sure you only include committed local spend in your supply chain:

When estimating local spend, bidders must only include the projection of spend that occurs as a result of the contract and can be influenced by their own spending decisions.

Social Value Processes, Stakeholder and Community Engagement

Describe how we will engage with stakeholders including employees, local communities, customers, suppliers, and delivery partners, to ensure that their needs are met, and all perspectives are considered.

It is important to include, collaborate and work with staff, suppliers, small medium enterprise (SME's) and Voluntary, Community and Social Enterprise Sectors (VCSE) organisations in the borough as well as sharing the Social Value plans and projects across the borough. If we all contribute to generating and promoting Social Value, this will ultimately result in positive benefits and outcomes for the borough and its residents as a whole.



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Community Social Value Ideas and Contributions

Once we have a clear understanding of the council's Social Value efforts from the measurements and monitoring, we plan to provide feedback and information to keep the community informed and up to date with the Social Value benefits being invested within the borough.

We plan to keep the public informed via newsletters, social media posts and information of the Council's internet site. We will also encourage individuals, businesses and charities in the borough to share any social value contributions or community efforts and social enterprises that they provide or are aware of in the borough. The Council will support by promoting and highlight these efforts, as well as supporting further where possible.

The London Borough of Havering created processes for the community to be able to suggest social value schemes and ideas and be involved in decision making processes for some projects. The Council will conduct reviews of proposed Social Value Schemes and projects to decide which can be taken forward.

In addition, where cashable sums have been agreed as part of the social value offer, these sums could also be used as part of the "Community Chest" initiative, this can be used to match funding from bidders to local charities. This is funding that would not ordinarily be made available at a local level that will have direct impact on the residents.

Contact and Review

Contact and Communication

For any questions around Social Value please contact: LBHSocialvalue@havering.gov.uk

Policy Review Schedule and Record

The Council will periodically review its Social Value Policy. In doing so, we will also acknowledge any changes in legislation in relation to the Public Services (Social Value Act) 2012, the Local Government Act and any changes to the council's priorities when it is reviewed.

Example Social Value Deliverables

Promoting Local Skills and Employment	
<ul style="list-style-type: none">- Four 2hr CV sessions and career advice in a central London office to support young people into work (16-24 year olds).	<ul style="list-style-type: none">- Bespoke programmes (solicitor or barrister routes) which provide school students with a virtual work insight on skills necessary for the profession - students receive a certificate for their CV

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<ul style="list-style-type: none"> - Interview skills for residents seeking work - Offering various apprenticeships through the supply chain 	<ul style="list-style-type: none"> - Conducting and supporting Local Job Fairs - Digital literacy support for designated groups
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Supporting the Local Economy and Growth	
<ul style="list-style-type: none"> - The supply chain using local services to buy goods and services or to provide labour/sub-contracting arrangements 	<ul style="list-style-type: none"> - Providing online clinics for VCSEs covering finance, accounting, risk and governance.
<ul style="list-style-type: none"> - Developing meet the buyer events to showcase opportunities to local businesses 	<ul style="list-style-type: none"> - Develop initiatives to support personalised improvement in financial literacy (including budgeting)
<ul style="list-style-type: none"> - Develop initiatives through expert support to VCSEs and SMEs 	<ul style="list-style-type: none"> - Support for VCSEs through volunteering

Healthier, Safer and more resilient Communities	
<ul style="list-style-type: none"> - The Council will seek to improve health and wellbeing and safety of the residents by: 	<ul style="list-style-type: none"> - Supporting initiatives that look to tackle health issues such as obesity - Supporting initiatives to help keep our residents safe such as anti-social behaviour domestic abuse and other challenges that impact the resilience of residents
<ul style="list-style-type: none"> - Supporting initiatives to assist local foodbanks deliver their services to the community 	<ul style="list-style-type: none"> - Develop and support initiatives to promote more resilient communities
<ul style="list-style-type: none"> - Support for local community projects through volunteering 	<ul style="list-style-type: none"> - Support for involvement in cultural events

Protecting and Improving the Environment	
<ul style="list-style-type: none"> - One site visit per year by one a waste expert to conduct an audit of a company put forward to identify ideas and ways to help decrease its waste followed by proposals to address problem areas. 	<ul style="list-style-type: none"> - Supplier staff volunteering days dedicated to an environmentally focussed outcome such as litter picking/tree planting
<ul style="list-style-type: none"> - Provide roll on roll off skips as part of a fly tipping amnesty to keep areas clean and free from rubbish 	<ul style="list-style-type: none"> - Carbon reduction initiatives to reduce the supply chain CO2 emissions
<ul style="list-style-type: none"> - Align expert support on carbon reduction programmes to SMEs in the supply chain 	<ul style="list-style-type: none"> - Develop initiatives to safeguard the environment

Financial Contribution



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- Align value to local charities through Community Chest	- Review value against School improvement projects
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Social Value Output Matrix

Appendix A outlines the Social Value output matrix that should be used to develop the social value output required for each procurement and which element of the Council's Corporate Plan 2023-2027 it aligns with.

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Promoting Local Skills and Employment		Corporate Plan Element			
Corporate Plan Element	Reference	Output	Definition	Further Guidance	Metric Development
A great place to live, work and enjoy			This covers the employment of local people The employee must live within the Council Boundary	you need to forecast the number of local people to be delivered through this metric	number of people * length of contract in years
Enabling a resident-focused and resilient Council	LBH1	Local people employed or retained	Have a contract of employment for a minimum of 16 hours per week	agree types of employment that are in scope e.g. full time, part time or fixed term	example 1 person x 3 year contract = 1 x 3 = 3
A great place to live, work and enjoy	LBH2	Employers fairs which encourage local employment	This covers the development and hosting of "job fairs" that can be used to encourage residents and students about to leave education the opportunity to discuss roles that are not out to recruitment as yet	what potential initiatives or employment programmes could be needed to support this metric	this is on the assumption the person is employed for a full 12 months, if the term is shorter the person value will need to be adjusted e.g. a six month contract would show as 0.5 * 3 = 1.5
A great place to live, work and enjoy	LBH3	Long-term unemployed people recruited	This can also be used to develop a targeted approach for sector or industry specific events to drive tailored outcomes The fair should be used with the support and in collaboration with the "Job Shop" to ensure unemployed people in the Borough receive the same opportunity A minimum 2 "job fairs" a year should be requested to keep the focus	you can also consider wider coverage if the company is multi sector or has a number of umbrella companies that can support the need I there are partner organisations that can assist such as Adecco then these can be outlined	number of job fairs committed to per annum * years of contract
Enabling a resident-focused and resilient Council	LBH4	Employment of new apprentices	This covers the employment of a person who is classified as long term unemployed or furthest away from the labour market the person must be unemployed for a minimum of 12 months the measure can only be used once per person and only for the first year of employment and cannot be rolled forward to further years	you need to forecast the number of long term unemployed people that you want to impact through this metric you will need to factor if full time, part time or fixed term periods what potential initiatives or employment programmes are to be used	number of people based on FTE and capped at 1 year if the period is shorter than 12 months the FTE should be pro rata e.g. 1 * Est value for full value
A great place to live, work and enjoy	LBH5	Personalised support to help unemployed people into work	This metric covers the employment of NEW apprentices at Level 2 as a minimum The apprentice MUST follow an established and certifiable path of progression with a clear timeline to completion and should be supported to completion by the organisation	You will need to forecast what the desired number of apprentices is for each year of the contract as only new employees will trigger this metric the supplier will need to detail at what level each apprenticeship is expected to be	Number of apprenticeships * Est value
Enabling a resident-focused and resilient Council	LBH6	Meaningful paid work placements	This is to be used for NEW employees ONLY and not for upskilling of existing employees this can only be recorded in the year the apprentice starts and will not follow onto into each year of their apprenticeship	the course name if known and the accredited body if known	
A great place to live, work and enjoy	LBH7	Digital literacy support for designated groups	This Metric covers the expert-led personalised support to assist unemployed people to enter employment (not including students). Examples can include but not limited to; career mentoring mock interviews CV advice and development careers guidance, etc.	You will need to forecast the number of sessions that will be provided You will also need to forecast the session time required If there are specific activities known these need to be outlined in terms of the type of support wanted	length of session (in hours) * number of sessions * attendees
Enabling a resident-focused and resilient Council	LBH8	Unemployed individuals with disabilities recruited	If group sessions are offered, they must be small enough in size to allow each person to receive personalised support based on their individual and specific needs.	Confirmation needs to be sought that the content of the sessions is capable of being personalised to the individual If known the names of any partner organisations	
Supporting our residents to stay safe and well			Training methods could include but not limited to online, in person.		
A great place to live, work and enjoy	LBH9	Employees recruited who are not in education employment or training (16-24 years old)	An employee's hours can only be recorded if they have been allocated time during paid working hours or time off in lieu. This metric covers paid work placements that impact and enable young people to find gainful employment	You will need to forecast the number of placements and the number of weeks expected for each placement	Number of placements * weeks worked
Enabling a resident-focused and resilient Council	LBH10	Individuals employed that are leaving care	The placement should be a minimum of 2 weeks to a maximum of 6 months This metric can only be used once in each contract year types of placement may include elements that provide industry experience and insight from a junior level upwards	If specific placements are known the description should be detailed for each proposed type of work/industry If any partner names are known they need to be outlined	the assumption if that the week is formed of 5 days, if less but not below 3 days as a minimum this will need to be notated in the delivery
A great place to live, work and enjoy			This metric can be used in various ways Donation or access of devices for target groups new or refurbished	You will need to identify the type of initiative that you want to provide that delivers the best outcome for residents If there are existing initiatives that require support these can be documented or new ones developed	number of devices in each contract year recorded Number of sessions delivered in each contract year recorded * number of attendees
Enabling a resident-focused and resilient Council			Training sessions to be developed and delivered to targeted groups at differing levels		
Supporting the Local Economy and			Digital security sessions to "Keep residents safe"		
A great place to live, work and enjoy			This metric covers people who are unemployed and has a disability	You will need to forecast the potential number of employment opportunities and the length of the placement either permanent, part time, fixed term or on a temporary basis	Number of placements * weeks worked
Enabling a resident-focused and resilient Council			This is someone who has a physical or mental impairment that is either substantial or has had a long term effect, which effects their ability to conduct normal daily activities	what potential initiatives or employment programmes could be needed to support this metric	the assumption if that the week is formed of 5 days, if less but not below 3 days as a minimum this will need to be notated in the delivery
A great place to live, work and enjoy			This metric can only be used once in a contract year per person	If any partner names are known they will need to be outlined	
Enabling a resident-focused and resilient Council			This metric covers the employment of a person who is identified as NEET (not in education, employment or training)	You will need to forecast the optimum number of people that you want to be employed as a target	1 person * 12 months (assumed minimum 1 year employment), if less this can be prorated by number of months
A great place to live, work and enjoy			The person must be between the age of 16 to 24 years old and is classified as NEET	the duration of the employment and types need to be outline e.g. permanent, part time, fixed term or temporary	
Enabling a resident-focused and resilient Council			This metric can only be used once per person and for the first year of their employment	Are there any current initiatives that can be supported and is there any partners that need to be identified	
A great place to live, work and enjoy			this does not include adults who are long term unemployed or students currently in education		
Enabling a resident-focused and resilient Council			This metric covers the employment of a person who is identified as a care leaver	you will need to forecast the optimum number of people that you want to be employed as a target	1 person * 12 months (assumed minimum 1 year employment), if less this can be prorated by number of months
A great place to live, work and enjoy			The person must be qualified as a care leaver	the duration of the employment and types need to be outline e.g. permanent, part time, fixed term or temporary	
Enabling a resident-focused and resilient Council			this metric can only be used once per person and for the first year of their employment	Are there any current initiatives that can be supported and is there any partners that need to be identified	
A great place to live, work and enjoy			this does not include adults who are long term unemployed or students currently in education		

	Reference	Output	Definition	Further Guidance	Metric Development
A great place to live, work and enjoy	LBH11	Spend with VCSEs in the supply chain	<p>This metric will cover spend with VCSE organisations contained within the supply chain</p> <p>VCSE will need to be classified as such to qualify and will need to be evidenced</p> <p>Please note this does not include grants or donations</p> <p>This metric will cover spend with suppliers that are classified as local, this means either based within the Borough Boundary or has a delivery point based in the Borough Boundary e.g. Travis Perkins would be local as long as the goods are supplied through the branches within the Borough Boundary</p> <p>You will need to consider what type of goods and services will be required through the bidders supply chain, and where organisations are known these can be signposted</p> <p>Please note this excludes SME/VCSE spend locally</p> <p>This metric will cover spend with SME (Small/Medium Enterprise) organisations contained within the supply chain</p> <p>SME organisations will need to be classified as such to qualify and will need to be evidenced</p> <p>Please note this does not include grants or donations</p> <p>This metric will cover events that promote active or potential opportunities through procurements the Council will be taking to the market, and procurements our Third Party supply chain will also be procuring to provide services to the Council</p>	<p>You will need to forecast an appropriate value that is relevant to the contract budget</p> <p>You will need to consider what types of goods or services will be procured through the VCSE and what proportion of the target should be assigned to each</p> <p>If there are VCSE organisations that are known they will need to be detailed in the metric</p> <p>You will need to forecast an appropriate value that is relevant to the contract budget</p> <p>You will need to consider what types of goods or services will be procured through local businesses and what proportion of the target should be assigned to each</p> <p>If there are local businesses that are capable of providing the services these will need to be outlined as potential suppliers</p> <p>You will need to forecast an appropriate value that is relevant to the contract budget</p> <p>You will need to consider what types of goods or services will be procured through the SME organisations and what proportion of the target should be assigned to each</p> <p>If there are SME organisations that are known they will need to be detailed in the metric</p> <p>You will need to develop a needs based assessment to enable the selection of the correct procurements that will drive a supply chain need that can then be placed with local organisations through procurement processes.</p>	<p>Calculate the total value of spend with VCSE organisations in each contract year</p> <p>Calculate the total value of spend with local organisations in each contract year</p> <p>Please note this excludes SME/VCSE spend locally</p> <p>Calculate the total value of spend with SME organisations in each contract year</p> <p>the number of events committed to in each contract year</p> <p>expert hours should be shown per session</p> <p>if multiple sessions agreed over the contract term, these need to be recorded in the year of delivery and only once</p> <p>Volunteer hours should be shown per project/VCSE need</p> <p>If multiple delivery is advised this is to be recorded as separate delivery in each contract year and can only be reported once</p> <p>number of audits conducted</p> <p>Staff hours should be shown per session/output</p> <p>if multiple delivery is advised this is to be recorded as separate delivery in each contract year and can only be reported once</p> <p>Staff hours should be shown per session/output</p>
A great place to live, work and enjoy	LBH12	Spend with local companies in the supply chain			
A great place to live, work and enjoy	LBH13	Spend with local SMEs in the supply chain			
A great place to live, work and enjoy	LBH14	Meet the buyer events showcasing local supply chain opportunities			
A great place to live, work and enjoy	LBH15	Expert support to VCSEs and SMEs			
A great place to live, work and enjoy	LBH16	Support for VCSEs through volunteering			
A great place to live, work and enjoy	LBH17	Supply chain audits that identify and manage the risk of modern slavery			
A great place to live, work and enjoy	LBH18	Initiatives to promote and support responsible business			
Supporting our residents to stay safe and well	LBH19	Personalised support to improve financial literacy (including budgeting)			
Supporting our residents to stay safe and well	LBH20	Support for enabling visits of school children or local residents			
Healthier, Safer and more resilient Communities					
	Reference	Output	Definition	Further Guidance	Metric Development
Supporting our residents to stay safe and well	LBH21	Expert Equality, Diversity & Inclusion training	<p>This metric covers expert training that can be provided to local businesses incl VCSE/SME</p> <p>These can be informative sessions provided either in person or virtually from small and targeted audiences to wider and larger groups</p> <p>The metric should take into account the time taken to prepare, facilitate and deliver the session(s)</p>	<p>You will need to forecast the number of hours required for the type of session being de required and should be proportionate to the contract value</p> <p>You should outline the main areas that could be provided if known to assist in the response being made</p> <p>If there are any partner organisations known that can assist with the output, these need to be identified upfront.</p> <p>You will need to forecast the number of hours required for the type of session being de required and should be proportionate to the contract value</p> <p>You should outline the main areas that could be provided if known to assist in the response being made</p> <p>If there are any partner organisations known that can assist with the output, these need to be identified upfront.</p> <p>You will need to forecast the number of hours required for the type of session being de required and should be proportionate to the contract value</p> <p>You should outline the main areas that could be provided if known to assist in the response being made</p>	<p>Staff hours should be shown per session/output</p> <p>If multiple delivery is advised this is to be recorded as separate delivery in each contract year and can only be reported once</p> <p>Staff hours should be shown per session/output</p> <p>Staff hours should be shown per session/output</p> <p>Staff hours should be shown per session/output</p>

Enabling a resident-focussed and resilient Council	LBH30	Support for common mental health issues	This metric is to support a wide range of initiatives/projects that support common mental health issues	You will need to forecast potential resources to provide support to know projects/initiatives, or be able to set out the potential resources required, this should be proportionate to the contract value	to evidence this metric, the provider should outline the total resource needed to deliver/support
Supporting our residents to stay safe and well			If there are known VCSE/SME organisations/existing initiatives/programmes that require support in delivery, they can be outlined	An outline of known projects/initiatives	
			Each programme/initiative if known should be detailed	If partner organisations (VCSE/SME) they should be detailed	
			Staffing resource to provide the support is to be recorded and will include time spent developing/designing support and delivery		
Protecting and Improving the Environment					
Reference	Output	Definition	Further Guidance	Metric Development	
A great place to live, work and enjoy	LBH31	Miles driven using Zero Emission Vehicles	This metric is to reduce the CO2 emitted by vehicles during the provision of the service	You will need to establish a benchmark using ALL vehicle types used in providing the service	number of miles in non zero emission vehicles in Borough
			The aim is to improve and reduce the volume of CO2 generated in and across the Borough	You will then need to outline and agree a number of vehicles to transition to zero emission and use the benchmark on CO2 to develop the outcome against the target	vs
				You will need to establish a mileage completed benchmark/log to enable the comparison	number of miles driven in borough using zero emission vehicles
			This metric covers support needs for a wide range of greenspace creation and development schemes, with the aim of improving or preserving natural land	You will need to forecast potential resources to provide support to known projects/initiatives, or be able to set out the potential resources required, this should be proportionate to the contract value	difference to be shown against target
			Examples of some of the support are developing funding for borough urban green space or where appropriate garden sites	An outline of known projects/initiatives	to evidence this metric, the provider should outline the total resource needed to deliver/support
			tree planting in agreed space, could be street or parks/public green spaces	If partner organisations are known (VCSE/SME) they should be detailed	This should include cash, equipment, use of assets (this could be property use) and staff time (this can be calculated on a volunteer basis)
A great place to live, work and enjoy	LBH32	Support for green spaces, biodiversity or ecosystems	This metric could support existing projects/initiatives or provide support to new schemes		
			The metric should be recorded as volunteer hours per staff member per project/initiative and should only be recorded once		
			This metric aims to reduce plastic waste in service delivery	You will need to develop the requirement to reduce the use of plastic in day to day operations with the contracting business and its supply chain	You will need to record the volume of plastic in Kilo's against the benchmark, this should be done on an annual basis and the impact/progress can be outlined
			This can support existing or new initiatives to support the supply chain or local organisation's to reduce the plastic waste generated through day to day operations	If there are existing programmes/initiatives that require ongoing support these can be detailed or if new this will need to be scoped	
A great place to live, work and enjoy	LBH33	Food waste reductions through donations of surplus to local charities	To enable a comparator a baseline will need to be established, this will enable waste reduction values (suggest units are Kilo's of plastic waste per annum) to be reported on and action plans developed	You will need to establish a baseline which will be the starting point, all data going forward will need to be monitored and recorded to evidence the impact of the project/initiative	
				You will need to set out if this covers single use plastic or recycled plastic and any move away from single use, what the impact was	
A great place to live, work and enjoy	LBH34	Reduce waste through reuse of products and materials	This metric aims to reduce waste that can be re-purposed or re-processed/recycled which will reduce the overall volume of waste being created	You will need to develop a benchmark in tonnes or CO2 emissions and then set a required target	tonnes or CO2 benchmark minus the actual volumetric
			As an example this could be construction waste that does not go to landfill vs re-purposed application	This may be a sliding scale to gain gradually if a longer term contract or a single target that is to be achieved	show a + or - against the target
			This metric is to cover associated costs of delivering expert-led climate change and/or carbon reduction training/seminars targeting the Borough's VCSE and SME business.	You will need to forecast potential resources to provide support to known projects/initiatives, or be able to set out the potential resources required, this should be proportionate to the contract value	to evidence this metric, the provider should outline the total resource needed to deliver/support
			This is to drive initiatives that are focused on delivering advice on change/improvements in organisations to reduce carbon emissions or climate impact, and will target decision makers within those organisations	An outline of known projects/initiatives	This should include cash, equipment, use of assets (this could be property use) and staff time (this can be calculated on a volunteer basis)
			Examples could be supply chain optimisation to develop a green and carbon zero business and supply chain or education on energy saving products/practices	If partner organisations are known they should be detailed	
A great place to live, work and enjoy	LBH35	Expert support on carbon reduction to SMEs in the supply chain	The initiatives should be developed and presented by experts in this field and should be delivered either in person and/or online		
			The metric should use staff time spent in developing and delivering the sessions and should be recorded separately, and only recorded once per session		
			This metric covers staff providing their skill sets/expertise to the VCSE/SME sectors that delivers specialist advice on how to achieve or work towards net zero carbon goals	You will need to forecast an estimate of hours that should be delivered and should be proportionate to the contract value	expert hours should be shown per session
			The outputs will be measured in hours of staff time taken to prepare and deliver the business advice	You should outline main subject requirements if known to assist in the responses being made	If multiple sessions agreed over the contract term, these need to be recorded in the year of delivery and only once
			This can be delivered in person or through interactive webinars	If there is a cohort of VCSE/SME or local business that have been identified as could benefit from the delivery of the subject matter, then these should be outlined	
A great place to live, work and enjoy	LBH36	Expert support to VCSEs and SMEs to achieve net zero carbon	The deliverable should be part of the organisation's own business or where a group of companies under an umbrella can be cross subject		
			The time spent must be from the experts core hours of time off in lieu to qualify		

Financial Benefit Only					
Reference	Output	Definition	Further Guidance	Metric Development	
Supporting our residents to stay safe		This metric covers financial commitments that can be used to support VCSE organisations this can be supplements by the "Community Chest" programme	If initiatives or projects are known, this metric can be used to outline the need	to evidence this metric, the provider should outline the total resource needed to deliver/support	
A great place to live, work and enjoy	LBH37	Support for VCSEs through donations	It can also be used for "in-kind" contributions that are not covered by another element in this metric	You will need to define the value expected as part of this metric and this will need to be forecasted and must be proportionate to the contract value	This should include cash, equipment, use of assets (this could be property use) and staff time (this can be calculated on a volunteer basis)
			This metric cannot be used where funds have been formed as part of fundraising events	If VCSE organisations are known, these can be provided as part of the process, and can be supplemented by the "Community Chest" programme	

Supporting our residents to stay safe	LBH38	Support for local community projects through donations	<p>This metric covers financial commitments that can be used to support community projects to improve community welfare and wellbeing and do not form part of the "Community Chest" programme</p> <p>It can also be used for "in-kind" contributions that are not covered by another elements in this matrix</p> <p>This metric cannot be used where funds have been formed as part of fundraising events</p>	<p>You will need to forecast potential resources to provide support to know projects/initiatives, or be able to set out the potential resources required, this should be proportionate to the contract value</p> <p>An outline of known projects/initiatives</p> <p>If partner organisations are known (VCSE/SME) they should be detailed</p>	<p>to evidence this metric, the provider should outline the total resource needed to deliver/support</p> <p>This should include cash, equipment, use of assets (this could be property use) and staff time (this can be calculated on a volunteer basis</p>
A great place to live, work and enjoy					
Enabling a resident-focused and resilient Council	LBH39	Support Defined School projects through donations	<p>This metric covers school improvement works or projects that are currently not factored or funded and will improve the service provision of the school to its students</p> <p>Organisations can also offer "in-kind" contributions to support projects if known or are being developed that are not covered by other elements in this matrix.</p>	<p>You will need to identify what school improvement projects are available and review against the size and scope of the potential contract to ensure the value is proportionate.</p> <p>If projects are defined these can be used and can be outlined</p> <p>Collaboration can also be considered if the value cannot be met through 1 contract.</p>	<p>Review the cash value or the "in-kind" value to ensure it is sufficient to cover the project/initiative</p> <p>Each project cannot only be recorded once and in the year of delivery</p>
Supporting our residents to stay safe and well					
Enabling a resident-focused and resilient Council	LBH40	Supports Health initiatives through donations	<p>This metric covers supporting health initiatives within the community that are not covered by any other element of this matrix.</p> <p>Organisations can also offer "in-kind" contributions to support projects if known or are being developed that are not covered by other elements in this matrix.</p> <p>If initiatives or projects are known they can be outlined for support</p>	<p>You will need to identify what health support and improvement initiatives are available and review against the size and scope of the potential contract to ensure the value is proportionate.</p> <p>If projects are defined these can be used and can be outlined</p> <p>Collaboration can also be considered if the value cannot be met through 1 contract.</p>	<p>Review the cash value or the "in-kind" value to ensure it is sufficient to cover the project/initiative</p> <p>Each project cannot only be recorded once and in the year of delivery</p>
Supporting our residents to stay safe and well					
A great place to live, work and enjoy	LBH41	Supports VCSE and resident initiatives through donations for crowdfund initiatives	<p>Crowdfunding is a collaborative funding model that enables businesses, individuals, and communities to collectively invest in voluntary and community sector initiatives.</p>	<p>For corporates, it offers a strategic opportunity to deliver social value by aligning financial support with local priorities, enhancing community resilience, and demonstrating responsible business practices. By contributing to crowdfunding campaigns, companies can transparently support grassroots innovation, build trust with local stakeholders, and fulfill their social value commitments in a measurable and impactful way.</p>	<p>Longevity of funded projects: How long the benefits last once the crowdfund has finished.</p> <p>Physical Improvements: Cleaner streets, sensory gardens etc.</p> <p>Follow-up funding or support: Additional resources attracted post-campaign.</p> <p>Stories and testimonials: From donors and beneficiaries.</p> <p>Media coverage and public sentiment: Positive mentions, shares, and endorsements</p>
Enabling a resident-focused and resilient Council					

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Cabinet

14 January 2026

REPORT OF THE PEOPLE OVER VIEW AND SCRUTINY SUB- COMMITTEE

Subject Heading:

Approval of the Education & Employment Skills Strategy – Comments of the People Overview and Scrutiny Sub-Committee

SLT Lead:

Gavin Miln thorpe – Deputy Director of Legal Services

Report Author and contact details:

Luke Phimister – Committee Services Officer

luke.phimister@havering.gov.uk

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory processes as these requirements are being met by existing budgets.

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well **X**

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

SUMMARY

Using its Constitutional powers under the Overview and Scrutiny Procedure Rules, the People Overview and Scrutiny Sub-Committee have made a recommendation to Cabinet. Cabinet is required to respond to these.

RECOMMENDATION

That Cabinet considers and responds to the following recommendation made by the People Overview and Scrutiny Sub-Committee in relation to the report on the Education & Employment Skills Strategy.

- The strategy strengthens the route for residents who wish to move to higher skill levels (for example Level 2 to Level 3)

REPORT DETAIL

At its meeting on 13th January 2026, the People Overview and Scrutiny Sub-Committee discussed and made some recommendations in response to a decision due to be made by Cabinet on the Education & Employment Skills Strategy

The specific recommendations in this area are as shown in the section above and Cabinet is asked to respond to these at the Cabinet meeting.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this report which purely seeks a response from Cabinet.

Legal implications and risks: None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

Human Resources implications and risks: None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

Equalities implications and risks: None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

Environmental and Climate Change implications and risks: None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

BACKGROUND PAPERS

None.

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Cabinet

14 January 2026

REPORT OF OVERVIEW AND SCRUTINY BOARD

Subject Heading:

Comments of Overview and Scrutiny Board on Requisition of Cabinet Decision – Future Proposals for Former Library Premises

SLT Lead:

Gavin Miln thorpe – Deputy Director of Legal Services

Report Author and contact details:

Anthony Clements – Committee Services Manager
anthony.clements@onesource.co.uk

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory process as these requirements are being met by existing budgets.

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well **X**

Place - A great place to live, work and enjoy **X**

Resources - Enabling a resident-focused and resilient Council

SUMMARY

Following the recent upholding of a requisition of a Cabinet decision and using its Constitutional powers under the Overview and Scrutiny Procedure Rules, the Overview and Scrutiny Board has made a series of comments and recommendations to Cabinet. Cabinet is required to respond to each of these.

RECOMMENDATION

That Cabinet confirms whether it wishes to reconsider the original Cabinet decision and responds to the following recommendations made by the Overview and Scrutiny Board:

- 1. Clarity should be given on whether the Gidea Park site is large enough to accommodate the planned Respite Centre and whether the site is too close to that of the proposed Special School.**
- 2. More detail and clearer definitions should be given on the type of disabilities catered for at the Respite Centre and how existing respite care opportunities are used by Havering residents.**
- 3. More information should be given about the position at the Harold Wood site when the three year break clause is reached. Any final decision on the longer term position should be brought to Members well before the three year point is reached.**
- 4. Whilst acknowledging the Council's Scheme of Delegation, future decisions on the former library sites should be taken by officers but in consultation with the relevant Cabinet Member(s). There should also be a lower financial threshold for the point at which decisions such as these should be considered by Cabinet.**
- 5. Final decisions on the use of the former library sites must be taken at Cabinet level and there should be a separate recorded decision for each site. This latter point reflects the fact that the future plans for each site are markedly different and will have different consequences for each area.**
- 6. Business plans for the use of the former library sites should be brought for scrutiny at the first opportunity and also presented to Cabinet before any decision on disposal or repurposing of the sites takes place.**
- 7. The scoring of options should be included in the business cases for the sites in order that the financial benefits to the Council of any preferred option are more clearly identified.**

8. Minutes of the Area Based Asset Review Process meetings in relation to the former library sites process should be made available to the Overview and Scrutiny Board.

REPORT DETAIL

At its meeting on 8 January 2026, the Overview and Scrutiny Board agreed, by six votes to 2 with one abstention, to uphold the requisition of the Cabinet Decision of 10 December 2025 re Future Proposals for Former Library Premises.

Under the Overview and Scrutiny Procedure Rules, a report must be submitted to Cabinet giving the Board's comments and recommendations on the proposals. These are shown above and Cabinet is required to give a response to each of these as well as indicate whether it wishes to change or continue with the original Cabinet decision.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this report which purely seeks an initial response from Cabinet. Should Cabinet be minded to consider revised proposals in response to the Board's recommendations, these may require a separate report with full implications.

Legal implications and risks: None of this report which purely seeks an initial response from Cabinet. Should Cabinet be minded to consider revised proposals in response to the Board's recommendations, these may require a separate report with full implications.

Human Resources implications and risks: None of this report which purely seeks an initial response from Cabinet. Should Cabinet be minded to consider revised proposals in response to the Board's recommendations, these may require a separate report with full implications.

Equalities implications and risks: None of this report which purely seeks an initial response from Cabinet. Should Cabinet be minded considering revised proposals in response to the Board's recommendations, these may require a separate report with full implications.

Environmental and Climate Change implications and risks: None of this report which purely seeks an initial response from Cabinet. Should Cabinet be minded to consider revised proposals in response to the Board's recommendations, these may require a separate report with full implications.

BACKGROUND PAPERS

None.