



## London Borough of Enfield

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<b>Report Title</b>	Quarter 3 23/24 (October – December 2023) Performance Report
<b>Report to:</b>	Cabinet
<b>Date of Meeting:</b>	June 2024
<b>Cabinet Member:</b>	Cllr Erbil, Deputy Leader
<b>Directors:</b>	Ian Davis, Chief Executive
<b>Report Authors:</b>	Sarah Gilroy, Policy & Performance Manager
<b>Ward(s) affected:</b>	n/a
<b>Classification:</b>	Part I Public

### Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects our performance in delivering on the Council priorities as outlined in the [Council Plan 2023-26](#). The report attached at Appendix 1 shows the Quarter 3 performance for 2023/24 (October 2023 – December 2023) and compares it to the Council's performance across the previous period for a series of Key Performance Indicators (KPIs).

### Recommendations

Note the progress being made against the key priority indicators for Enfield.

### Background and Options

2. The Council continues to monitor its performance in an increasingly challenging financial environment, both for the Council and local people relying on our services. Our performance management framework ensures that the level and quality of service and value for money is

maintained and where possible improved; and enables us to take appropriate action in areas where performance is deteriorating. This may include delivering alternative interventions to address underperformance or making a case to central government and other public bodies if the situation is beyond the control of the Council.

3. The Corporate Performance Scorecard has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the [Council Plan 2023-26](#). The report is a management tool that supports Council directors, the Executive Management Team (EMT) and Cabinet in scrutinising, challenging and monitoring progress towards achieving the Council's aims.
4. Performance information is reported quarterly to the Departmental Management Teams (DMT) for each directorate and then to the Executive Management Team (EMT) and Cabinet. In addition, detailed management and operational performance information is monitored more regularly.
5. The Corporate Scorecard is reviewed annually with departments and EMT to identify the key performance indicators (KPIs) that should feature in the scorecard for the coming year. Targets are set based on the previous 3 years' performance, direction of travel, local demand, performance at a regional level, and by considering available resources to deliver services.
6. Targets allow us to monitor our performance. KPIs are rated at quarterly intervals as Red, Amber or Green (RAG), by comparing actual performance to the target. The RAG ratings are determined as follows:
  - a. Red: The KPI is significantly behind/below target. The acceptable variance is calculated based on the level of risk associated with the missed target. In most cases, a red rating is given if the actual performance varies 10% or more from its target.
  - b. Amber: The KPI is narrowly missing its target.
  - c. Green: The KPI is meeting/exceeding its target.
7. The table below gives an overview of the performance indicators rated as Red, Amber or Green in Quarter 3 2023/24 compared with Quarter 2 2023/24. This report includes a number of indicators which are only updated once a year, hence the increase in the number of KPIs.

	<b>Q2 2023-24 (July – September)</b>	<b>Q3 2023-24 (October – December)</b>
<b>Total KPIs RAG rated</b>	<b>63</b>	<b>76</b>
<b>Number KPIS as Red</b>	<b>16 (25%)</b>	<b>29 (38%)</b>
<b>Number KPIS as Amber</b>	<b>18 (29%)</b>	<b>12 (16%)</b>
<b>Number KPIS as Green</b>	<b>29 (46%)</b>	<b>35 (46%)</b>
<b>Data only KPIS</b>	<b>43</b>	<b>77</b>

8. Further information on how we are delivering on our actions for each of our Council Plan 2023-26 priorities and principles are set out in the following sections, along with a summary of the action being taken to address areas where performance is rated as red. The full set of indicators and commentary are provided in the Appendix.

### Clean and green places

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
<b>Total KPIs RAG rated</b>	<b>6</b>	<b>6</b>
<b>Number KPIs as Red</b>	<b>2</b>	<b>2</b>
<b>Number KPIs as Amber</b>	<b>2</b>	<b>1</b>
<b>Number KPIs as Green</b>	<b>2</b>	<b>3</b>
<b>Data only KPIs</b>	<b>3</b>	<b>6</b>

9. Officers have developed documents for the procurement of 17 rapid chargers and 1,000 slow chargers. The 17 rapid (50kw) chargers are to be delivered across the borough and the 1000 slow (5kw) chargers will be attached to lighting columns at suitable locations. The estimated timelines for procurement of the 17 rapid chargers is late February 2024 with an estimated contract award in May 2024. It is typical for rapid chargers to be installed and in operation nine months following contract award (February 2025) given the process of public engagement, electricity connection and construction. Procurement for the 1,000 slow chargers will commence in late March 2024 with an estimated contract award in June. Slow chargers are much easier to install than rapid chargers so should start to be installed gradually following the statutory consultation process. They are estimated to start to be installed in batches over a twelve-month period following contract award.
10. Fewer loads of recycling are being rejected prior to processing in comparison to 2022/23. Just under 250 tonnes of recycling were rejected prior to processing in Q3 2023/24, significantly lower than the same period last year (339 tonnes).
11. Waste Services are making improvements to the service's webpages (the first phase went live in January 2024) to better support residents to understand what can/can't be placed in the recycling bins to decrease the contamination rate.
12. The Council is exceeding its carbon neutral trajectory, having reduced emissions by 30% since 2018/19. The Council's Scope 1 and 2 emissions remain largely driven by energy use in buildings, accounting for 77% of the Council's footprint. This is largely driven by gas used for heating and hot water in buildings. The largest carbon savings this year were from the reduction in natural gas in buildings for heating and hot water. This is likely the result of initiatives to address the impact of the energy crisis and high energy costs and also investment in heat decarbonisation technology.

### Strong, healthy and safe communities

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
<b>Total KPIs RAG rated</b>	<b>9</b>	<b>8</b>
<b>Number KPIS as Red</b>	<b>2</b>	<b>3</b>
<b>Number KPIS as Amber</b>	<b>1</b>	<b>2</b>
<b>Number KPIS as Green</b>	<b>6</b>	<b>3</b>
<b>Data only KPIS</b>	<b>10</b>	<b>20</b>

13. Our crime indicators show that total notifiable offences were down 0.3% on the previous 12 months, compared to an increase of 6.5% in London in the same period. Enfield recorded 102.9 total notifiable offences per 1,000 population between January and December 2023, this was the 14<sup>th</sup> lowest rate of the 32 London boroughs.
14. We were below target on number of new admissions to residential and nursing care 18-64 per 100,000 population. The increase in admissions this year is due to clients who are approaching age 65 but who have had to permanently go into care homes for a variety of reasons such as strokes or early onset dementia.
15. The scorecard includes a number of annual indicators measuring the health and wellbeing of the Enfield population, including the latest estimated life expectancy for men and women in Enfield. Life expectancy at birth for females has increased marginally between 2021 and 2022 and is higher than the England average. Life expectancy at birth for males has increased between 2021 and 2022 and is also higher than the England average.

### Thriving children and young people

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
<b>Total KPIs RAG rated</b>	<b>10</b>	<b>18</b>
<b>Number KPIS as Red</b>	<b>1</b>	<b>11</b>
<b>Number KPIS as Amber</b>	<b>2</b>	<b>2</b>
<b>Number KPIS as Green</b>	<b>7</b>	<b>5</b>
<b>Data only KPIS</b>	<b>9</b>	<b>11</b>

16. The Q3 scorecard includes the 22/23 attainment data for Early Years Foundation Stage, KS1, KS2 and KS4.

17. 65.2% of pupils in Enfield achieved a good level of development at the end of Early Years Foundation Stage (EYFS) in 22/23. This is lower than Outer London (69.1%), London (69.1%) and England (67.2%) averages.
18. When comparing 2022/23 KS1 attainment data with other local authorities, we note the following:
- In 2022/23, 67% of KS1 pupils in Enfield reached the expected standard in reading, lower than London (71%), statistical neighbour (69.2%) and England (68%) averages.
  - In 2022/23, 60% of KS1 pupils in Enfield reached the expected standard in writing, on par with the England average, just below the statistical neighbour average of 61.9% and significantly below the London average of 64%.
  - In 2022/23, 69% of KS1 pupils in Enfield reached the expected standard in maths, below the England (70%), statistical neighbour (71.1%) and London (73%) averages.
19. 62% of pupils reached the expected standard in reading, writing and maths in KS2. Enfield's KS2 attainment was higher than the England average (60%) but lower than the London average (67%).
20. The lower scores at KS1 are mainly attributable to some children coming into school speaking little or no English and this impacts on their achievement in tests carried out in English (not their first language). KS2 outcomes are above the national average and Enfield is ranked at 48th with local authorities nationally so in the upper part of the second quartile.
21. Children in Enfield schools make improved attainment as they progress through the school system as these overall outcomes show and this is reflected in the much improved Ofsted inspection for our schools. We are now ranked in the top 20 local authorities in the country for Ofsted inspection outcomes.
22. At Key Stage 4, although Enfield pupils are achieving below the London average, Enfield schools perform in the top quartile nationally for student progress (ranked 27th) and for the percentage achieving the English Baccalaureate (levels 4-9) (ranked 35th). In terms of Attainment 8, Enfield are ranked in the upper part of the second quartile being ranked 48th nationally. In all these cases, Enfield are either above or well above the national average.
23. There are groups of pupils that are performing less well in terms of examination outcomes such as pupils of Caribbean heritage and those of Turkish heritage and data analysis shows that boys in all groups are performing at a lower level than girls. This has led to the setting up of a Boys Achievement Group as well as a group that is focused on disadvantaged pupils.
24. It should be noted that Enfield schools do not receive anywhere near the same funding as inner London authorities. We have set aspirational targets for the borough's children and schools which have been agreed

with headteachers through the Enfield Learning Excellence Partnership Board but funding plays a part in what a school is able to offer.

25. This quarter's report also includes the latest Ofsted inspection performance for state funded schools in Enfield. As of August 2023, 96% of Enfield state funded primary schools (including academies) were judged as Outstanding (16%) or Good (79%). This is in line with the London average but significantly higher than the England (90%) average. As of August 2023, 90% of Enfield state funded secondary schools (including academies) were judged as Outstanding (14%) or Good (76%). This is slightly lower than the London average (92%) but significantly higher than the England average (82%).
26. We have recorded a steady improvement over the past year for the percentage of Children & Family Assessments for children's social care that were authorised within 45 days of their commencement. 90% of assessments were authorised within 45 days of their commencement in Q3 23/24, significantly higher than at the same period in 22/23 (75.5%).
27. 5.9% of 16-17-year-olds were NEET (not in education, employment or training) or not known as of December 2023. Although this is below our target of 3.4%, this is lower than at the same period in 2022/23 (7.8%). However, it is higher than the London average of 1.8% and England average of 3.1%).

### **More and better homes**

	<b>Q2 2023-24 (July – September)</b>	<b>Q3 2023-24 (October – December)</b>
<b>Total KPIS RAG rated</b>	<b>26</b>	<b>29</b>
<b>Number KPIS as Red</b>	<b>7</b>	<b>7</b>
<b>Number KPIS as Amber</b>	<b>8</b>	<b>5</b>
<b>Number KPIS as Green</b>	<b>11</b>	<b>17</b>
<b>Data only KPIS</b>	<b>12</b>	<b>27</b>

28. In Planning, performance on planning applications was above target in Q3 2023/24. The Wellbeing & Improvement project which aimed to reduce the total number of applications to more sustainable levels and ensure the speedier determination of in-time applications has, over the last 18 months, reduced the total number of applications from over 1,900 cases to 656 cases.
29. The report includes new indicators relating to planning applications dismissed at appeal. There was 1 major application appeal in Q3 23/24 and this was dismissed. 17 out of 29 non-major planning applications were dismissed at appeal in Q3 23/24 (59% against a target of 80%). The percentage of non-major planning applications dismissed at appeal remains unacceptably low. An appeals action plan is currently being implemented to address this. This includes a deep dive review of allowed

cases to understand/identify where our reasons for refusal are consistently being overturned by the Planning Inspectorate; training staff in the outcome of this exercise and the need to be more thorough and considered when determining if an application should be refused.

30. In Council Housing, we are meeting our targets for percentage of homes with a current gas safety certificate; and proportion of homes for which required asbestos management surveys, fire and legionella risk assessments have been carried out. We were below target for percentage of homes for which all lift safety checks have been carried out as 3 lifts required remedial works to allow the completion of safety checks. All works are booked in with the Council's contractor.
31. Since April 2023 there has been a gradual improvement in the number of council homes not meeting the Decent Homes Standard, from 31.8% reported in Q1 to 22.7% in Q3.
32. In April 2023 Central Government started its 'Social Housing - Make Things Right' Campaign. As we approach the first winter we have seen an increase in complaints, this is also paired with upskilling staff to ensure complaints are reported alongside the new Ombudsman Complaints code which states 'A complaint should be formally logged where a dissatisfaction of service is recorded'. This may result in an increase in complaint totals to ensure we are compliant and log dissatisfactions at the earliest stage. All London local authorities recorded an increase in complaints across this period and Enfield records much lower complaint numbers than the London median.
33. The percentage of council housing complaints responded to within complaint handling code timescales recorded a slight decrease from Q2 23/24. 165 out of 210 (78.6%) complaints were responded to on time. There is a Housing Improvement Plan along with weekly senior management oversight to drive response time performance. We are also creating templates for staff to utilise the Housing Ombudsman code to the fullest, including extensions. Additionally, we have delivered customer service training to managers to get them to think differently about complaint handling, and ensure that all dissatisfaction is reported as complaints. This could result in a rise in complaints which may affect total percentage performance.
34. There was an increase in the number of repairs orders raised concerning damp and mould in Q3. This remains an area of keen focus for the Service, with a Damp and Mould Taskforce ensuring appropriate and timely actions. Increased reporting, partly due to greater information being made available to residents and increased surveys by the Council, is to be welcomed as proportionate actions can be taken to manage risks.
35. Performance on non-emergency repairs (92% in Q3 2023/24) remains well above the London average of 75% of non-emergency repairs completed on time. Performance continues to be closely monitored, with a greater emphasis on better-value, planned works for non-emergency

works. Benchmarking of performance in relation to emergency repairs shows consistent performance with other London boroughs.

36. The turnaround time for local authority housing properties has been significantly impacted by the holding of properties for the Walbrook and Shires rehousing project. The figure in the report shows the average number of days taken to re-let general needs minus the held period (44 days). Void repairs have shown considerable improvement in 2023/24 with the latest data from December 2023 showing an average of 23 days to complete void repair works, compared to 42 in December 2022. This improvement in performance has been achieved by holding 6-weekly meetings with contractors and meeting them on-site, enabling us to drive up customer satisfaction and ensure contractors are meeting agreed targets. Although off target, our voids turnaround is comparable to London. Benchmarking also shows us that neighbouring boroughs are not meeting their targets in relation to re-lets.
37. The number of households living in temporary accommodation has reduced slightly since the last reported quarter. We are developing a long-term strategy to reduce the overall number of households in temporary accommodation to 1,000 over a five-year period based on national procurement.
38. Homeless applications continue to show a year-on-year rise. As of the end of Q3 23/24, there has been a total of 4,116 homeless applications received in the current financial year, a 54% increase on the same period last year. The gap between rents and benefit levels continues to grow and is leading to increasing presentations. Enfield also continues to record a high number of Section 21 eviction notices when compared to other London boroughs.
39. This quarter's scorecard includes the latest energy efficiency data published by the ONS. ONS use Department for Levelling Up, Housing and Communities (DLUHC) data on Energy Performance Certificates (EPCs) to present energy efficiency scores for various tenure types. The higher the score (up to a maximum of 100), the more energy efficient a property is. Across the three tenure types (social rented, private rented sector and owner occupied), Enfield's homes are less energy efficient than London and England averages (with the exception of private rented sector properties where performance is in line with the England average).
40. Full Fibre broadband coverage has increased significantly since Q2 with 17% of premises (residential and non-residential) having coverage from Full Fibre broadband. However, Enfield's coverage remains significantly below the England average of 55%.

### **An economy that works for everyone**

	<b>Q2 2023-24 (July – September)</b>	
<b>Total KPIs RAG rated</b>	<b>1</b>	<b>1</b>
<b>Number KPIS as Red</b>	<b>0</b>	<b>0</b>



<b>Number KPIS as Amber</b>	<b>1</b>	<b>1</b>
<b>Number KPIS as Green</b>	<b>0</b>	<b>0</b>
<b>Data only KPIS</b>	<b>7</b>	<b>8</b>

41. This section of the scorecard includes a number of contextual socio-economic indicators. Enfield continues to face higher rates of unemployment (6%) than London (5%) and Great Britain (3.7%) averages.
42. In 2023, the median gross weekly pay for full time workers in Enfield was £759. This is lower than the London average of £796.30 but higher than the England average of £683.40. The median gross weekly pay for male full time workers (£795.90) was higher than for female full time workers (£709).
43. An estimated 52.2% of disabled people in Enfield were in employment in 2022/23, lower than London (55.4%) and England (54.9%) averages. The 2022/23 disability employment gap (the difference between how many disabled people are in work compared to how many non-disabled people are in work) was 23.8 percentage points.
44. The number of residents claiming Council Tax Support and/or Housing Benefit continues to show an increase (7.4% in Q3) when compared to the same period in 2022/23.

### **Accessible and responsive services**

	<b>Q2 2023-24 (July – September)</b>	<b>Q3 2023-24 (October – December)</b>
<b>Total KPIS RAG rated</b>	<b>9</b>	<b>11</b>
<b>Number KPIS as Red</b>	<b>4</b>	<b>6</b>
<b>Number KPIS as Amber</b>	<b>4</b>	<b>1</b>
<b>Number KPIS as Green</b>	<b>1</b>	<b>4</b>
<b>Data only KPIS</b>	<b>0</b>	<b>0</b>

45. Complaints, FOI, MEQ and SARs performance were below target in Q3 2023/24. 439 out of a total 630 (70%) initial review complaints were responded to inside target. 11% of total complaints were only 1 day late. 40 out of a total 49 final review complaints (82%) were responded to inside target. The Complaints Team have begun liaising with high volume services, and those particularly missing any deadlines, to customise admin arrangement and provide the best support to help these services achieve the response times. The service is also looking at ways to further increase proactive chasing of complaints and MEQs before they are due, including synergies with other teams (e.g. contact centre) Additionally, we will be analysing complaint feedback and data to improve service provision where possible and decrease failure demand, that is to stop it before it becomes a complaint.

46. In relation to MEQs, performance has been increasing quarter-on-quarter over the past 12 months however this quarter has remained the same as Q2. 1,334 MEQs were responded to within 8 days out of a total 1,601 MEQs (83%). Compared to the two previous years (pre-IT system implementation and year of implementation), performance is more consistent and less volatile in terms of peaks & troughs. Future improvement actions in relation to MEQs are focused on IT enhancements and staff structural/leadership changes. As the Environment and Communities department includes Customer Solutions, new approaches to the complaints and MEQ service will include deliverables such as outbound contact of customers to support deadlines and further liaison with services via the contact centre/webchat. During 2024/25, the MEQ team will be recentralised (moving departmental satellite support teams back into the central Complaints & Access to Information Service). A central point of contact will be created so that Members can escalate issues, queries, concerns to a named officer within the central team, ensuring faster problem resolution.
47. 323 out of a total 370 FOIs (87%) were responded to within 20 days. 5% of total requests were only 1 day late. Services that recorded drops in performance have been reminded of deadlines.
48. 24 out of a total 32 SARs (75%) were closed within a calendar month. The drop in performance was a result of sickness absence in the team. The team is now back at full capacity.
49. Average wait time for calls answered by the contact centre is showing a positive trajectory over the year (performance for Q3 shows an average wait time of 1m 29s). The new telephony system went live at the end of October 2023. The system offers new functionality which will help drive performance improvement, including increased information on performance of call agents and improved allocation of call queues and call back allocation.
50. The scorecard also includes new measures tracking customer satisfaction with webchat and telephony services (data provided by customer feedback tool GovMetric). For the Contact Centre, GovMetric provides detailed feedback, which is used to improve call agent performance monitoring, identify knowledge gaps and refine training whilst improving average handling time. It is also used to increase morale and motivation as high performers are identified and celebrated. Feedback has also informed website and content improvements as well as the implementation of new digital systems such as the recent telephony platform.

### **Financial resilience**

	<b>Q2 2023-24 (July – September)</b>	<b>Q3 2023-24 (October – December)</b>
<b>Total KPIs RAG rated</b>	<b>3</b>	<b>3</b>

<b>Number KPIS as Red</b>	<b>0</b>	<b>0</b>
<b>Number KPIS as Amber</b>	<b>0</b>	<b>0</b>
<b>Number KPIS as Green</b>	<b>3</b>	<b>3</b>
<b>Data only KPIS</b>	<b>2</b>	<b>2</b>

51. The council tax collection rate as of the end of December 2023 was 79%. This is a slight reduction on the collection rate at the same period last year (79.26%). The business rates collection rate as of the end of December 2023 was 79.49%. This is a significant improvement on the collection rate at the same period last year (75.92%).

52. We continue to make good progress in collecting council tax arrears from previous years. We have made good progress in collecting council tax arrears from previous years. As of the end of March 2023, total council tax arrears from previous years were £40,142,461 and this has reduced to £30,730,953 as of the end of December 2023.

53. As of end of March 2023, total business rates arrears from previous years were £18,875,371 and this has reduced to £18,176,533 as of the end of December 2023. In October 2023, The Valuation Office issued an amendment in the Rateable Values of a couple of large properties in the borough, resulting in an increase in arrears.

### Climate conscious

	<b>Q2 2023-24 (July – September)</b>	<b>Q3 2023-24 (October – December)</b>
<b>Total KPIS RAG rated</b>	<b>3</b>	<b>0</b>
<b>Number KPIS as Red</b>	<b>0</b>	<b>0</b>
<b>Number KPIS as Amber</b>	<b>0</b>	<b>0</b>
<b>Number KPIS as Green</b>	<b>3</b>	<b>0</b>
<b>Data only KPIS</b>	<b>2</b>	<b>3</b>

54. This section of the scorecard presents the latest borough-wide scope 1 and 2 emissions data from 2020. The borough-wide scope 1 and 2 emissions reported a 7% decrease over the previous year. The borough-wide scope 1 & 2 emissions remain driven by energy use in buildings, accounting for 63% of the borough's footprint, with 41% relating to domestic buildings. The borough's carbon emissions are largely driven by Scope 1 emissions from gas and fuel used for heating and hot water in buildings and on-road transport, together equating to approximately 79% of all borough-wide emissions, with only 21% relating to electricity consumption.

### **Relevance to Council Plans and Strategies**

55. The performance measures are grouped under the Council Plan 2023-26 priorities and principles:

- Clean and green places
- Strong, healthy and safe communities
- Thriving children and young people
- More and better homes
- An economy that works for everyone
- Fairer Enfield
- Accessible and responsive services
- Financial resilience
- Collaboration and early help
- Climate conscious.

56. Our progress in delivering the objectives of Fairer Enfield is tracked and reported on in our [Annual Equalities Report](#).

57. Our progress in delivering our [Early Help for All Strategy](#) is monitored through a number of the indicators grouped under our Council Plan priorities.

### **Financial Implications**

58. The performance scorecard includes indicators measuring the Council's financial resilience.

### **Legal Implications**

59. There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

### **Equalities Implications**

60. Our performance scorecard includes indicators which monitor our performance in tackling inequality in Enfield. Our progress in delivering the objectives of Fairer Enfield is tracked and reported on in our [Annual Equalities Report](#).

### **Environmental and Climate Change Implications**

61. Our performance scorecard includes indicators which monitor our performance in delivering climate action in Enfield. More detailed progress in delivering on our Climate Action Plan is monitored through our [annual carbon emissions report and annual climate action progress reports](#).

### **Public Health Implications**

62. Our performance scorecard includes indicators which help us monitor the impact of action we are taking to improve health for local people, and performance against targets for providing good quality public health services for the borough.

### **Safeguarding Implications**

63. Our performance scorecard includes indicators which help us to monitor how we are safeguarding vulnerable children and adults.

### **Crime and Disorder Implications**

64. Our performance scorecard includes indicators which help us to monitor community safety.

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### **Appendices**

Appendix 1: Q3 2023/24 Performance Scorecard

### **Background Papers**

None

**Departmental reference number, if relevant:** CE 23/045