

Strategic delivery and performance report

Year One Delivery Plan
2022-23
Q3 review



Our delivery and performance






















Across the strategic plan, the current status of performance measures is shown with Red, Amber, and Green status to help us support services as they work to meet their aims.

Some measures don't have data yet, such as winter tree planting.

Some measures don't have a target, such as universal free school meals.

Current performance measures overview



RAG Status	Q1	Q2	Q3
Green	 20	 19	 20
Amber	 8	 10	 5
Red	 6	 4	 8
No data currently	 1	 2	 4
Data only (no target)	 9	 9	 7
Reported annually	 5	 5	 5
Service not operational	 2	 2	 2
Total	51	51	51



Priority 1

Tackling the cost of living



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
1.01	Number of EMAs awarded.	Children & Culture	No data	No data	No data	No data	No data	No target	Reported annually
1.02	Number of university bursaries awarded.	Children & Culture	No data	400	No data	No data	No data	No target	Reported annually
1.03	Percentage of homelessness cases prevented or relieved	Place	46%	50%	No data	No data	41%	50%	Red
1.03	Number of homeless supported into sustainable accommodation	Place	470	470	87	141	227	352	Red
1.04	Number of attendances to holiday activities and food programme during school holidays	Place	57,799	70,000	13,934	64,998	58,000	58,000	Green
1.05	Tonnes of food provided to food aid organisations	Place	1,825	600	175	295	508	450	Green

Priority 1

Tackling the cost of living crisis

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
1.03	Percentage of homelessness cases prevented or relieved	Place	Red	<p>This figure is reported in arrears as validated data for Q1 has been published by the Department of Levelling Up, Housing and Communities in Q3. The percentage of homelessness cases prevented or relieved was slightly below target. The shortage of affordable Private Rented Sector (PRS) housing to rehouse homeless families is a chief contributing factor. An acute shortage of PRS supply has been experienced during each of the first 3 quarters of 2022/23. All London boroughs are reporting a sudden shrinking of the affordable PRS sector so this is not a problem unique to Tower Hamlets. Rising rents have come about due to several factors including rising energy costs, rising mortgage costs, post-covid increased demand, properties returning to owner-occupation as small buy-to-let landlords exit the sector.</p> <p>Mitigation: A number of measures are being considered in Q4 to improve PRS procurement including promoting an enhanced financial package to attract more landlords and the trial of a new guaranteed rent model with a large portfolio holder.</p> <p>Timeline: Achieving the prevention and relief target of 50% is hampered by the contraction of the affordable PRS market as the sector is undergoing structural change; the renters reform bill and removal of tax breaks mean that small landlords are leaving the market.</p>

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Priority 1

Tackling the cost of living crisis

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
1.03	Number of homeless supported into sustainable accommodation	Place	Red	<p>The target was not met primarily due to a significant shortage of affordable PRS supply available to rehouse homeless households. The acute shortage of PRS supply has been experienced during each of the first 3 quarters of 2022/23. All London boroughs are reporting a sudden shrinking of the affordable PRS sector so this is not a problem unique to Tower Hamlets. Rising rents have arisen due to several factors including rising energy costs, rising mortgage costs, post-covid increased demand, properties returning to owner-occupation as small buy-to-let landlords exit the sector.</p> <p>Mitigation: A number of measures are being considered to improve performance including promoting an enhanced financial package to attract more landlords and trialling a new guaranteed rent model with a large portfolio holder and exploring the Mayor's suggestion of a local lettings agency, (though the positive impact of this may be experienced further down the line). Performance is expected as a consequence to be better in Q4 though it's unlikely to reach sufficient volumes to meet the annual target.</p> <p>Timeline: The target figure for this metric for 2022/23 is the same as 2021/22, having been retained in the knowledge that the operating climate in 2022/23 has vastly changed. The current contraction shows no sign of reversing and may be the status quo for the whole of 2023/24 and longer as the current economic cycle works itself out. Putting a timeframe on meeting the target in the short-term is risky therefore without more promising empirical data to indicate when a future recovery is likely.</p>

Priority 1

Tackling the cost of living crisis

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
1.04	Number of attendances to holiday activities and food programme during school holidays	Place	Green	This measure looks at the number of attendances to holiday activities and food programmes during schools holidays. The target is set by the service. The target includes Easter this year and very slight growth, but the budget from DfE has slightly reduced for 22/23. The quarterly outturn is cumulative. We are slightly ahead of target but as this is a termly measure, Q3 and Q4 will include only the Christmas provision.
1.05	Tonnes of food provided to food aid organisations	Place	Green	The tonnes of food provided to food aid organisations exceeded the target set at the end of Q3. Extra funding was agreed from the Mayor's office to provide additional support through the food hub. This is reflected in the much-increased volumes being distributed.



Priority 2
Homes for the future



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
2.01	Net additions to the housing stock	Place	3,823	3,473	967	685	430	No target	Data only
2.01	Number of affordable homes consented	Place	465	700	329	50	201	No target	Data only
2.01	Number of affordable homes delivered	Place	911	1,000	305	114	71	No target	Data only
2.07	Lets to overcrowded households	Place	51%	52%	54.5%	60%	47%	52%	Amber
2.09	Number of licenced premises intervention	Place	12,400	14,000	2,138	4,163	2,508	3,500	Red



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
2.07	Lets to overcrowded households	Place	Amber	<p>Percentage of properties let to overcrowded households was slightly below the target level. Insofar as the Council operates a choice-based system of allocation, allocation of properties in any given quarter is ultimately determined by the bidding approach of applicant.</p> <p>Mitigation: The target was exceeded in previous quarters so cumulatively YTD the target is being met.</p> <p>Timeline: The service is on track to meet target for year-end.</p>
2.09	Number of licenced premises intervention	Place	Red	<p>The number of licenced premises interventions is below target. The team have been diverted to promote the additional licensing consultation.</p> <p>Mitigation: Contact has been made with landlords, agents and residents to promote the scheme, which could be classified as an intervention as it highlights the required standards within licenced premises. 4858 contacts have been made in Q3. The consultation is set to conclude on 31st March 2023.</p>



Priority 3
Accelerate Education



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
3.01	Number of primary school pupils in KS2 receiving council-funded FSM	Children & Culture	7,825	No target	7,820	7,708	No data	No target	No data currently
3.01	% of primary school pupils in KS2 receiving council-funded FSM	Children & Culture	57.2%	No target	57.3%	57.5%	No data	No target	No data currently
3.02	Number of secondary school pupils receiving council-funded FSM	Children & Culture	No data	No data	No data	No data	No data	No target	Service not in operation
3.02	% of secondary school pupils receiving council-funded FSM	Children & Culture	No data	No data	No data	No data	No data	No target	Service not in operation
3.06	Number of young people who contacted and registered with the Council's and Council commissioned youth centres	Children & Culture	5,058	3,690	1,913	3,218	4,260	2,583	Green



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
3.06	Number of users who regularly attend the Council's and Council commissioned youth services	Children & Culture	2,568	3,336	974	1,665	2,399	2,335	Green
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve a recorded outcome	Children & Culture	968	1,600	411	1,010	1,437	1,120	Green
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve an accredited outcome	Children & Culture	313	490	114	386	485	343	Green
3.17	Number of active education, health and care (EHC) plans.	Children & Culture	3,549	No target	3,678	3,812	3,942	No target	Data only



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
3.17	% of education, health and care (EHC) assessments completed within 20 weeks	Children & Culture	29%	53%	30.1%	35.4%	31.0%	44.0%	Red
3.19	Percentage of Idea Store learners who pass a Skills for Life course	Place	94%	95%	94%	0%	96%	95%	Green
3.20	Number of children supported by the Early Help Children and Family Service	Children & Culture	14,995	17,000	7,928	12,588	15,308	14,000	Green
3.21	% of contacts into MASH that are reviewed and progressed within timescales	Children & Culture	94%	95%	98.6%	97.8%	98.7%	95.0%	Green
3.21	Rate of first time entrants to the Youth Justice system	Children & Culture	259	250	236	192	No data	250	No data currently
3.21	% of young people that re-offend	Children & Culture	25.50%	25.5%	20.40%	26.3%	No data	25.5%	No data currently



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
3.21	Number of children subject to protection plans	Children & Culture	328	No target	273	244	226	No target	Data only
3.22	% of Care Leavers aged 17-25 who are in education, employment or training (EET)	Children & Culture	No data	65%	58.8%	66.5%	63.6%	65%	Amber
3.22	Number of children looked after	Children & Culture	335	No target	332	301	300	No target	Data only

Priority 3

Accelerate Education

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
3.06	Number of young people who contacted and registered with the Council's and Council commissioned youth centres	Children & Culture	Green	Current Q3 performance has exceeded the set target
3.06	Number of users who regularly attend the Council's and Council commissioned youth services	Children & Culture	Green	Current Q3 performance has exceeded the set target
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve a recorded outcome	Children & Culture	Green	Current Q3 performance has exceeded the set target



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve an accredited outcome	Children & Culture	Green	Current Q3 performance has exceeded the set target
3.17	% of education, health and care (EHC) assessments completed within 20 weeks	Children & Culture	Red	<p>There has been an unprecedented level of demand for EHCP assessments, with October seeing the highest ever number of referrals in a single month. There are also workforce challenges, in particular with therapist roles in the NHS, which is delaying expert advice needed to complete many of these assessments. As a consequence, there is a backlog of assessments being completed which is impacting upon each month's rate of completion within the target timescale.</p> <p>Mitigation: Additional SEN co-ordinators and Educational Psychologists have been recruited and there is a Recovery Plan in place to drive up the rate of assessments completed each month and get our performance back on track.</p> <p>Timeline: The trajectory is showing a steady month on month improvement, and the recovery plan to good performance completed in the next four months. The higher rate of completion is to be matched with monthly monitoring and a focus upon quality and co-production with children, young people, and their parents.</p>



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
3.19	Percentage of Idea Store learners who pass a Skills for Life course	Place	Green	The number of learners who pass a Skills for Life course is above the target set.
3.20	Number of children supported by the Early Help Children and Family Service	Children & Culture	Green	Current Q3 performance has exceeded the set target
3.21	% of contacts into MASH that are reviewed and progressed within timescales	Children & Culture	Green	Current Q3 performance has exceeded the set target
3.22	% of Care Leavers aged 17-25 who are in education, employment or training (EET)	Children & Culture	Amber	<p>Month on month for the last quarter, this figure has been at or above 65% (72.6%, 66.9%, and 65.3% respectively).</p> <p>Mitigation: A slight dip in this figure is not unexpected due to the end of the calendar year when some of the activity across education, training and employment will have come to a natural end for some of cohort and as new activity is planned to commence from January term.</p> <p>Timeline: We aspire to improve performance on this target to at or above the 65% by the end of Q4.</p>



Priority 4

Boost culture, business, jobs
and leisure



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
4.01	Number of arts events delivered	Children & Culture	107	158	40	17	94	94	Green
4.03	% of leisure centre member base that are female	Children & Culture	47%	51%	46.8%	47.1%	47.3%	51.0%	Amber
4.12	The number of new jobs, training and apprenticeship opportunities enabled for local people	Place	No data	2,105	649	1,160	2,703	1,579	Green
4.16	Enterprises supported through the council's business programmes	Place	1,161	650	No data	454	598	488	Green

Priority 4

Boost culture, business, jobs and leisure

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
4.01	Number of arts events delivered	Children & Culture	Green	Q3 performance targets met – high target achievable due to CRF / Bounceback funding secured for an enhanced BHM programme, an enhanced SBD programme and additional Bounceback arts-based programmes and events.
4.03	% of leisure centre member base that are female	Children & Culture	Amber	<p>The female membership base has risen slightly in Q3 to 47.3%. Although, performance has just fallen short of the Q3 Target of 51%.</p> <p>Mitigation: Programming is currently in review for expansion of the WO programme to be made at Tiller and York Hall with key focus on female recruitment to drive the programme forward.</p> <p>Timeline: Ongoing Investigations are continuing with regard to discretionary spend on leisure attendance during the utility and cost of living crisis.</p>
4.12	The number of new jobs, training and apprenticeship opportunities enabled for local people	Place	Green	The number of new jobs, training and apprenticeship opportunities enabled for local people is above the target set. The annual target for this measure is met at the end of Q3.
4.16	Enterprises supported through the council's business programmes	Place	Green	Enterprises supported through the council's business programmes measure is on target.



Priority 5
Invest in public services



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
5.07	Permanent admissions to residential and nursing care 65+ per 100,000	Health, Adults and Community	372.1	No target	101.1	202.1	261.8	No target	Data only
5.07	% of people who are signposted to find appropriate advice & support in the wider community that helps them to maintain their independence	Health, Adults and Community	69%	59%	66/%	67%	71%	59%	Green
5.07	Overall satisfaction with care and support services received	Health, Adults and Community	86%	84%	No data	No data	No data	No target	Reported annually



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
5.07	Overall satisfaction with care and support services received	Health, Adults and Community	86%	84%	No data	No data	No data	No target	Reported annually
5.07	% service users surveyed who agree with the statement "Overall I have a positive experience of the services I am receiving from the homecare agency"	Health, Adults and Community	97%	70%	86%	92%	87%	70%	Green
5.10	Number of smoking cessation 4 week quits	Health, Adults and Community	1264	1200	233	468	796	864	Amber

Priority 5

Invest in public services

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
5.07	% of people who are signposted to find appropriate advice & support in the wider community that helps them to maintain their independence	Health, Adults and Community	Green	The helpline team are spending more time on each call listening to residents, so are more effectively meeting service user needs as much as possible at first contact. 71 per cent of people who contacted the service requesting adult social care were supported with appropriate advice and support and their needs were met by the service, or by other community services.
5.07	% service users surveyed who agree with the statement "Overall I have a positive experience of the services I am receiving from the homecare agency"	Health, Adults and Community	Green	The metric is currently under review as the team who gathers the data feel it is providing an overly positive view of performance and feedback from the service. Overall satisfaction with the five home care providers is relatively high.

Priority 5

Invest in public services

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
5.10	Number of smoking cessation 4 week quits	Health, Adults and Community	Amber	Activity has picked up in Q3. 328 quits are recorded in Q3 based on quit dates set. This is the best quarterly performance this year. We are expecting Q4 to be even better and on track to achieve 1200 annual quits.
5.10	Number of smoking cessation 4 week quits (BAME)	Health, Adults and Community	Green	The target has been achieved. We are on track to hit the 400 target by the end of Q4. Please note, this is Quit Right data only. Pharmacies are not included



Priority 6

Empower Communities and
Fight Crime



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
6.02	Number of upgraded CCTV cameras operational	Health, Adults and Community	0	350	30	55	80	75	Green
6.02	Number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service	Health, Adults and Community	N/A	10,000	2,432	2,294	2,169	2,500	Red
6.02	Victims of violence against women and girls who feel safer after engaging with commissioned provider	Health, Adults and Community	92%	77%	94%	63%	89%	77%	Green
6.02	Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison	Health, Adults and Community	15.3%	37.4%	17.7%	30.2%	37.40%	37.40%	Green

Priority 6

Empower Communities and Fight Crime

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
6.02	Number of upgraded CCTV cameras operational	Health, Adults and Community	Green	Overall supply of new digital cameras is now complete ahead of schedule although national supply chain shortage of network switches, which are needed for the new cameras to be installed, remains problematic. There is therefore some slippage with the installation of new cameras and at a worst-case scenario a minimum number of cameras in 'low risk' areas will be installed post-March 2023. We are closely monitoring the situation and progress on installation.
6.02	Number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service	Health, Adults and Community	Red	<p>The number of hours of uniformed patrols in Q3 has been below target and this is due to police "abstractions" - officers taken off their duties to provide cover for emergency response policing or central aid in London.</p> <p>Mitigation: The matter was raised with the borough Commander and the Met Police Commissioner in Q2 and Q3. The MPS has confirmed that measures have been taken and issue has been addressed.</p> <p>Timeline: We expect the impact of these measures to materialise in Q4 and the number of hours of uniformed patrols to increase as a result.</p>
6.02	Victims of violence against women and girls who feel safer after engaging with commissioned provider	Health, Adults and Community	Green	There has been an improvement in the % of those surveyed feeling safer. In Q3 more service users wanted support around housing, protection orders, and sanctuary, which Solace were able to provide as they have access to solicitors, housing IDVA and sanctuary referrals. Solace remain on course to achieve the annual target of 77%.

Priority 6

Empower Communities and Fight Crime

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
6.02	Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison	Health, Adults and Community	Green	This measure is on target.



Priority 7
A clean and green future



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
7.10	Number of missed collections	Place	17,094	10,000	2,221	5,874	9,326	7,500	Red
7.08	Number of trees planted	Place	0	200	0	0	55	100	Red
7.11	Level of household recycling	Place	18%	22%	16.90%	18.96%	18.25%	22%	Red
7.13	Percentage of enforcement actions to fly-tip incidents	Place	97%	125%	51%	74%	180%	100%	Green
7.20	Children engaged in school cycle schemes	Place	914	1,100	323	491	992	770	Green

Priority 7

A clean and green future

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
7.10	Number of missed collections	Place	Red	<p>Missed collections data is below target.</p> <p>Mitigation: We are working hard to reduce missed collections and improve the service for residents following the Mayor's declaration of a waste emergency. At present when missed collections are recorded by our crews it includes a variety of issues on the ground - including exceptions such as no response when ringing bell, wrong day of collection logged, no visible items. To more accurately report performance we are reviewing how these are logged and will be improving the software so we can report genuinely missed collections rather than these exceptions. The software improvements will be completed by October.</p> <p>Timeline: We expect performance to improve by Q1 of 2023/24.</p>
7.08	Number of trees planted	Place	Red	<p>The number of trees planted at the end of quarter 3 is below target.</p> <p>Mitigation: There are two major planting programmes scheduled.</p> <p>Timeline: To be delivered in Q4, projecting 164 trees being planted as such set to meet the end of year target.</p>

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ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
7.11	Level of household recycling	Place	Red	<p>The third quarter in 2022/23 indicates a slight drop in the recycling rate of 18.25% compared to 18.6% during the same period last year. 23,615.45 tonnes of household waste was collected and 4,309.01 tonnes of this was recycled, reused, or composted. This shows a 5.51% increase in the total household waste collected and a 3.35% increase in the recycling collected compared to Q3 2021/22. The main aspects affecting our recycling rate are: increased contamination, year-on-year property growth, and waste infrastructure changes required as a result.</p> <p>Mitigation: There are currently three main projects that the service is working on that will help increase the recycling rate once implemented.</p> <p>I. Route optimisation for the dry recycling collections: This project aims to create more efficient collection routes that will help crews to improve their performance. This will reduce current contamination problems and is expected to increase the amount of dry recycling collected. This project is expected to be implemented in early 2023.</p> <p>II. Flats project: This project aims to improve infrastructure at blocks of flats and on estates (e.g. the number of bins, location of the bins, signage etc) and provide educational information for the residents. The new infrastructure will start to roll out in Q4 and on into 2023/24.</p> <p>III. A new contamination campaign launched in January 2023. The main purpose is to encourage residents to recycle more and contaminate less.</p> <p>Timeline: We anticipate that the actions taken will improve performance and positive results will start to show during the course of 2023/24.</p>

Priority 7

A clean and green future

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
7.13	Percentage of enforcement actions to fly-tip incidents	Place	Green	The rate of enforcement action to fly-tip incidents has exceeded the target set by 80%. This is due to the increase in the number of investigations, increase presence on the street and three environmental service officers recruited.
7.20	Children engaged in school cycle schemes	Place	Green	Children engaged in school cycle schemes is on target and set to achieve the end of year target.



Priority 8

A council that listens and works for everyone



ActivityID	Measure	Directorate	2021-2022 Outturn	2022-2023 Target	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q3 Target	Q3 RAG
8.13	Percentage of top 5 % of earners from Black, Asian and multi-ethnic communities	Resources	31.2%	35%	31%	32%	33%	35%	Amber
8.06	Residents' perception of being involved in decision-making	Chief Executive's Office	No 2021 data	No target	No data	No data	No data	No target	Reported annually
8.07	Residents' perception of being kept informed by the council	Chief Executive's Office	No 2021 data	No target	No data	No data	No data	No target	Reported annually

Priority 8

A council that listens and works for everyone

Commentary on measures in green, amber or red at Q3



ActivityID	Measure	Directorate	Q3 RAG	Q3 Performance Commentary
8.13	Percentage of top 5 % of earners from Black, Asian and multi-ethnic communities	Resources	Amber	<p>The top 5% earners who are Black, Asian and multi ethnic is currently 33%, which is up 1.34% from the last quarter, but 2.12% below target. There are relatively small numbers in the top 5% of earners, so minimal change in terms of numbers can impact the percentage. In March 2021, Tower Hamlets had the third highest percentage of top 5% earners who are Black, Asian or Multi Ethnic across all London boroughs, with 31%.</p> <p>Mitigation: Work is underway for 2022/23 to address Black, Asian and multi ethnic representation at the senior level through the Council's EDI Action Plan, including through work to address the Council's pay gaps, talent management, leadership and development, coaching and mentoring. Directorate targets are also being considered as part of work to look in more granular detail at where there is under representation, e.g. in specific services or professions.</p> <p>Timeline: These interventions will take time to show results, though the % is moving in the right direction. Children's and Culture also have a specific directorate plan and targets to improve representation year on year from 2022/23, and Q4 will see this data additionally reported for all council directorates.</p>