

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All Wards
<b>REPORT TITLE</b> Insight, Learning and Impact Report – Investment, Place and Opportunity Directorate - Quarter 2/Mid-Year 2025-26	
<b>REPORT OF</b> Executive Director, Investment, Place and Opportunity	
<b>FOR SUBMISSION TO</b> Culture and Environment Performance Scrutiny Committee	<b>DATE</b> 12 January 2026
<b>SUMMARY OF REPORT</b>	
<p>This report focusses on the performance in Quarter 2 (Q2) 2025-26 for each division across the Investment, Place and Opportunity Directorate. In this report, directors have been asked to provide a narrative covering key areas of challenge, opportunity, and learning.</p> <p>This report is divided into three main sections:</p> <ul style="list-style-type: none"> <li>• A summary table which highlights key responses from individual services for Q2 2025/26 across each of the Investment, Place and Opportunity Directorate.</li> <li>• A more detailed narrative of those service responses</li> <li>• Appendix A contains the data dashboard.</li> </ul>	
<p><b>Local Government Act 1972 – Access to Information</b></p> <p>No documents that require listing have been used in the preparation of this report.</p>	
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<b>RECOMMENDATION:</b>	

The Scrutiny Committee is asked to note the report, including the most recent data and trends and the emerging challenges identified.

**SIGNED**



Dave Burns

Executive Director Investment, Place and Opportunity

## 1. Purpose of Report

- 1.1 The Insight, Learning and Impact (ILI) Q2 report covers the period between July 2025 – September 2025.
- 1.2 The ILI report is submitted to all scrutiny committees twice a year (mid-year at Q2 and end of year at Q4). The report will go to all the scrutiny committees but they will no longer receive the full report, instead just the extract from the report relating to the committee's remit.
- 1.3 The ILI report includes both service narratives and the data dashboard. The service narratives (in the body of this report) provide an overview of the key issues identified by officers for each service. The data dashboard (Appendix A) gives Scrutiny Committees the opportunity to view service performance data collected across the year so far and compared to previous years.
- 1.4 To produce the service narrative, all Camden Council Directors were asked to provide a narrative covering key areas of challenge, opportunity, and learning, looking back over Q2 2025/26 on the following points:
  - What were the biggest challenges to your service delivery i.e. what challenges are going to require the organisation's attention and focus
  - What are the biggest opportunities i.e. where could you most benefit from support to deliver improvement?
  - What have your services learned and what do you need to learn in the future e.g. from data or evaluation, regional or national research.
- 1.5 The main report begins with a tabled summary of service issues for Q2 2025/26 in responses to the three key questions above. That is followed by a more detailed narrative of those individual service responses.
- 1.6 The Corporate Data Dashboard is at Appendix A which provides the latest performance data and previous years for the key measures from the services, and which accompanies this report

## 2. Investment, Place and Opportunity response summary

<b>Development</b>	<ul style="list-style-type: none"> <li>Increased costs in construction and the pressures on the HRA</li> <li>Private sector model for delivering affordable housing is struggling</li> </ul>	<ul style="list-style-type: none"> <li>Diversifying delivery models.</li> <li>Reposition Council as the delivery arm for offsite affordable contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Construction market updates via Arcadis and Beacon</li> <li>Ongoing sales market advice and commentary via Jones Lang LaSalle</li> </ul>
<b>Planning and Area Regeneration</b>	<ul style="list-style-type: none"> <li>Self-contained housing delivery</li> <li>Knowledge Quarter (KQ) has had disappointing withdrawals from some pharma occupiers.</li> </ul>	<ul style="list-style-type: none"> <li>Support from the Policy Design team in changing 'The Way We Work'</li> <li>MHCLG funded digital projects to be testing this year</li> <li>Camden Local Plan was submitted to the Planning Inspectorate</li> </ul>	<ul style="list-style-type: none"> <li>With housing delivery challenging nationally, the Council is using powers to help bring forward new homes</li> </ul>
<b>HS2 and Euston</b>	<ul style="list-style-type: none"> <li>Uncertainty around HS2 at Euston on final decisions for station design and associated masterplan (although an improving picture).</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet approved direction of travel on Locally Led Development Corporation</li> <li>Support from the Mayor of London supporting LLDC</li> <li>Euston Housing Delivery Group (EHDG) to work with Camden's Community Investment programme (CIP)</li> <li>The Euston Area Plan (EAP) review has been updated and approved by Cabinet and Council</li> </ul>	<ul style="list-style-type: none"> <li>Euston Good Life survey completed</li> <li>Using the evidence base for the Euston Area Plan consultants are updating the Economic Impact Assessment for Euston and work around the possible creation of a Development Corporation at Euston.</li> <li>Developing a Meanwhile Use Strategy</li> </ul>
<b>Inclusive Economy</b>	<ul style="list-style-type: none"> <li>Coordinating two new work and health programmes with health and employment support partners is complex</li> <li>High demand for the Good Work Camden service, reflected in the volume of new referrals</li> </ul>	<ul style="list-style-type: none"> <li>National and regional reforms</li> <li>London Growth Plan highlights the importance of the KQ</li> <li>Partnership working with Islington and Hackney councils to deliver jobs</li> <li>Euston's development represents a major skills and employment opportunity</li> <li>Youth Guarantee Trailblazer</li> </ul>	<ul style="list-style-type: none"> <li>Evening and Night time strategy engagement with residents provided valuable insight</li> </ul>

<b>Environment and Sustainability</b>	<ul style="list-style-type: none"> <li>• Increase in graffiti and fly-posting</li> <li>• Appropriate resourcing/organisational focus on climate risk agenda</li> <li>• The size and ambition of the Camden Transport Strategy (CATS) delivery plan</li> <li>• Increased transport demand for SEN children and budget pressure</li> <li>• Recruitment and retention – Parking Services, CATS, Building Control &amp; Transport Strategy.</li> <li>• Staff well-being – an increase in staff with concerns over mental and physical health</li> </ul>	<ul style="list-style-type: none"> <li>• Developing new delivery models with Public Health teams and partners on Air Quality and Active Travel.</li> <li>• Next iteration of Camden's Climate Action Plan (2026-30)</li> <li>• Working with Camden's Talent and Apprenticeship team to create opportunities within services</li> <li>• Co-ordination of area-based service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing engagement with Government relating to their implementation of the Waste and Resources Strategy</li> <li>• Emissions Trading Scheme to Energy from Waste facilities (NLWA facility) from 2028</li> <li>• Healthy Streets scorecard analysis shows Camden performing well</li> <li>• Killed and Seriously Injured (KSI) casualties on roads in Camden have reduced by 36% - the third largest reduction by Borough in inner London.</li> </ul>
<b>Public Safety</b>	<ul style="list-style-type: none"> <li>• Tension remains high due to external factors impacting Camden such as the conflict in the Middle-East</li> <li>• Resourcing of the Coroner's office is an increasing concern</li> <li>• Increase in rough sleeping</li> </ul>	<ul style="list-style-type: none"> <li>• Community Safety Team continuing to develop partnerships with neighbouring boroughs to tackle cross border issues</li> <li>• National preparedness exercise for a future pandemic - Operation Pegasus</li> <li>• Major counterfeit crackdown in Camden</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the Ant-Social Behaviour (ASB) Campaign in summer.</li> <li>• Bystander training to stamp out street harassment.</li> </ul>
<b>Recreation</b>	<ul style="list-style-type: none"> <li>• Library staff continue to be subject to a relatively high level of unacceptable behaviour</li> <li>• Time delays to the completion of Talacre Community Leisure Centre.</li> <li>• Rough sleeping is leading to an increased number of encampments across green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Camden Reading Together 2025–2030 strategy launched.</li> <li>• A traffic free green and open space on Phoenix Road created a safer, healthy and greener Somers Town</li> <li>• Celebrated the official reopening of Crabtree Fields, in Fitzrovia, following restoration</li> </ul>	<ul style="list-style-type: none"> <li>• The draft 2025-2030 Green Space Investment Programme was discussed at Culture and Environment Scrutiny Committee, which provided key feedback and review of the existing programme</li> </ul>

### 3. INVESTMENT, PLACE & OPPORTUNITY

#### 3.1 Development

##### 3.1.1 *Challenges*

Increased costs in construction and the pressures on the Housing Revenue Account (HRA) are well known and being managed through diversifying the delivery model within Community Investment Programme (CIP) and maximising alternative sources of funding. Examples include: the Camley Street project where a partnership with Ballymore and Lateral will see the Council build 120 social rent homes with minimal borrowing pressure on the General Fund; Central Somers Town where the Council have secured s106 affordable housing grant to fund the construction of c54 social rent homes.

The private sector model for delivering affordable housing is under severe pressure; a combination of build costs, increased regulatory requirements via the Building Safety Regulator and decline in overseas sales. This has meant the developer model is struggling to deliver schemes with 35% affordable housing.

In the face of the many factors working against us, this year Camden's Community Investment Programme (CIP) has continued to progress schemes where many others have stalled. Construction at Abbey Road, Agar Grove and the hostel schemes continues to programme. Planning has been submitted for 856 new homes at West Kentish Town and for 401 new homes and over 20,000sqm of science and technology space at Camley Street.

The current delivery programme remains significant with c2,000 homes completed, 332 new homes currently in construction and approval in place to deliver 1,200 more.

##### 3.1.2 *Opportunities*

To increase the overall scale of the CIP programme the Council has diversified delivery models. A development partner has been selected to work with the Council in bringing forward a significant number of homes at Bacton II and both new homes and employment space at Camley Street.

Opportunities to deliver more homes in partnership exist across the borough, including at Central Somers Town, Tybalds and Euston, where the Council could position itself as the delivery arm for any offsite affordable contributions. The programme will also continue to work with the Greater London Authority (GLA) and the Ministry of Housing, Communities and Local Government (MHCLG) to explore whether further grants to 'flip' private sale homes into affordable tenures are available, building on the successful work delivered at Highgate Newtown, Maitland Park and Agar Grove Phase 1c.

### 3.1.3 *Learning*

Construction market updates via Arcadis and Beacon are received by the Council which provides useful context with which to assess our own performance over the last 12 months. Part of this includes extensive benchmarking against comparator house building organisations and informs a framework of triggers which support our decision-making processes.

Jones Lang LaSalle (JLL) provide the Council with ongoing sales market advice and commentary. The CIP private sales activity has continued to be resilient - all private sale properties at Maitland Park have now been sold 8 months ahead of target and the sales receipts have exceeded the business plan target. Sales at Agar Grove continue to perform well and are expected to be sold out ahead of schedule.

## 3.2 **Planning and Area Regeneration**

### 3.2.1 *Challenges*

The delivery of self-contained housing remains challenging due to market conditions for residential homes. Land-owners and developers are prioritising other uses such as student housing, offices and hotels, but where policy allows, the Council continue to secure good affordable housing outcomes. However, the viability challenges developers face mean that some are seeking to reduce their affordable housing obligations on existing permissions. Where there is a robust case to resist this the Council will do so, but recent appeal decisions have generally supported developers seeking to reduce affordable homes as a result of viability with Inspectors taking the view that it is better to deliver something rather than nothing. The Council are also seeing an increasing interest in proposals that include co-living – this is a new type of product for Camden that will need some consideration as to its role in meeting identified housing need.

Whilst the Knowledge Quarter (KQ) continues to grow as a cluster for health, life sciences, artificial intelligence (AI) and Quantum technology – through both the planning system and the inclusive economy service, there have been some recent disappointments in the sector. Pharmaceutical company Eli Lilly's decision not to take space in Tribeca was followed in September by Merck abandoning its plans to occupy the new 10-storey building under construction at Belgrave House in King's Cross.

### 3.2.2 *Opportunities*

In response to the slow delivery of homes in the Capital, the Mayor of London and MCHLG have announced a package of emergency measures to stimulate housing delivery across London, including a new 20% fast track threshold for affordable housing and temporary Community Infrastructure Levy relief. Alongside this there is a proposed relaxation of GLA guidance on residential standards which are felt to be constraining density. These measures will be consulted on in November for six weeks.

Despite the housing delivery challenges, the remainder of 2025/26 should see a number of significant planning applications presented to planning committee with high levels of affordable housing. These include Camden Film Quarter, Juniper Crescent and the two Community Investment Programme schemes at Camley Street and West Kentish Town.

This quarter the Camden Local Plan was submitted to the Planning Inspectorate and an examination is expected in Q4. This is a bold and ambitious plan for the next 15 years to deliver inclusive growth.

The Development Management team have received support from Policy Design in changing the way they work to improve the pre-application service offer for minor developments (the first part went live in Q1). This has been positive using Plan X as a portal for submissions has made it easier for customers, it has brought more consistency and allows for faster processing. The aspiration is to undertake a review of the pre-application service for major developments in Q4, the objective being to ensure that a holistic service is being provided to customers, from the start of the development process through to delivery and fully covering our costs.

Good progress is being made on the Council's MHCLG funded digital projects. The service is piloting using Back Office Planning System (BOPS) to process householder and lawful development certificate applications. They are also looking at how the system can be developed to provide an enhanced BOPS pre-app and Planning Performance Agreements (PPA) service. Plan X is also being used for minor pre-apps and enforcement complaints. Work on the digital planning register is also continuing. At a national level there is interest in the use of technology and innovation to speed up the planning system, evidenced by the recently announced MHCLG augmented planning decisions procurement. Given the Council's work as part of the Open Digital Planning (ODP) initiative they will be pressing to be involved.

### 3.2.3 *Learning*

Whilst the emergency package of measures designed to stimulate house building in London might improve housing delivery it is likely that it will remain challenging because of the buoyancy of the market for student housing, offices and hotels particularly in the central London area. The greatest potential to deliver new homes is on the larger development sites outside of the Central London Area where a mix of uses can be provided. Prioritising work on those sites, looking at how they can be unlocked if delivery has stalled and considering the use of powers, such as land appropriation or compulsory purchase orders (CPO), to help bring forward schemes will be crucial.

### 3.3 **Euston and High Speed 2 (HS2)**

#### 3.3.1 *Challenges*

Government decision making around HS2 and Euston is still uncertain. The team are using all available levers through the Euston Partnership and political lobbying to influence decision making. The HS2 programme is being reset, and an announcement on the programme for construction at Euston is expected at the turn of the year. The Spatial Plan for the stations (the Euston Partnership project to set out how all the different station, bus and taxi infrastructure can be designed together) is being finalised to address comments from partners. There is a risk that the compromises made by organisations through the original collaborative process will be eroded in this phase as more detail on constraints emerges. Camden will continue to press for the key moves in the Spatial Plan to be delivered such as the east-west route across the front of the station, protecting Euston Square Gardens and maximising opportunities for well planned development which reconnects communities.

#### 3.3.2 *Opportunities*

There remains interest from the Mayor of London in Euston to support a local led development corporation and maximising development at Euston, particularly at Eversholt Street. The team have been working closely with officers at the Greater London Authority (GLA) to set out how a Locally Led Development Corporation (LLDC) could be progressed with a strong governance position for the Mayor and oversight from Camden. A Cabinet paper was taken to November's meeting which sets out the potential size, powers, governance and overall approach to establishing a LLDC at Euston. Department for Transport (DfT), GLA and Ministry for Housing Communities and Local Government (MHCLG) are broadly comfortable with the direction of travel. It is hoped that secondary legislation will be laid by Government in summer 2026 and this will allow formal consultation to establish the LLDC. If legislation is not laid there is still potential to progress with a Mayoral Development Corporation (MDC) with a strong leadership role for Camden. The main issue to resolve is the relationship with DfT's new Euston Delivery Company and how a LLDC can in time play a lead role in shaping development above and around the stations.

The Spending Review and 10 Year Infrastructure Strategy both have funding for HS2 at Euston station design and enabling and for new housing in the wider Euston area which is positive.

The Euston Housing Delivery Group (EHDG) with Bek Seely as chair, is focussed on an ambitious housing and regeneration initiative for Euston, working alongside our communities. There are opportunities for Camden to work to deliver more housing through the EHDG and Camden's Community Investment Programme (CIP) if coordinated and supported by community conversations. Part of the funding for the EHDG this year has been agreed to be used to progress the redevelopment of Cartmel, Coniston and Langdale.

The work of the EHDG is being designed to be part of the evidence base for the work of the development corporation. A development corporation at Euston could act as a single guiding mind and focus for investment for Euston and help to realise the significant opportunities in the area. The team are looking at how to transition and future proof work in the Euston Team. Lendlease are looking to commence with the master planning process for the station and tracks area and the team will ensure there are measures in place to ensure that any transition to a Development Corporation will not disrupt any pre application processes.

The Euston Area Plan (EAP) review has been updated and is being reported to Cabinet before a pre submission version is published in December/January prior to being submitted for independent examination by the Planning Inspectorate. The plan seeks to strike a balance between the uncertainties around the design and delivery of the stations and viability challenges with flexibility in the implementation of the plan. Updating the plan will give the Council a robust framework to determine any future planning applications against.

### 3.3.3 *Learning*

The Euston Good Life Index has been created, providing an in-depth baseline of residents lived experience and will provide an opportunity to measure change over time, with the household survey planned to be repeated every three years. The index reports broadly consistent experiences across the area, and between different demographic groups, with high scores when it comes to community relations and high scores in some domains levels of trust in neighbours and institutions and provides interesting survey has been completed with around 3,400 households taking part. The findings of this survey will provide a baseline for measuring change over time in the area and capturing residents lived experience and highlighting areas for further exploration. The team has created a participatory model for conversations around delivering new homes in Euston and has commissioned the voluntary sector to research some key questions using creative participatory methods in the local community to get insights which the Council could not on its own. A citizens assembly style approach is being used to create a Housing Compact with the community to set out expectations for housing delivery in Euston clearly at the outset.

As part of the evidence base for the EAP and to inform the work around the possible creation of a Development Corporation at Euston, consultants are updating the Economic Impact Assessment for Euston which highlighted the significant economic potential and national importance of development at Euston, building on the Knowledge Quarter potential.

‘Meanwhile Uses’ happen with interim occupation of vacant or underutilised premises, sites or spaces, in advance of redevelopment, or in a long-term vacant space. Delivering ‘Meanwhile Uses’ around Euston is challenging due to the Government’s

drive to restart construction and complexities to get sites ready for use. The team are working with The Euston Partnership to understand the lessons learnt from the temporary uses provided during the ‘pause’ to works, exploring opportunities for re-using the planting and materials and exploring ways to ensure that further opportunities for temporary use are explored as works continue.

### **3.4 Inclusive Economy**

#### **3.4.1 Challenges**

**Integrating Work and Health Support:** Camden’s new work and health programmes—WorkWell and Connect to Work—require effective coordination with NHS and employment partners to create a clear, easy-to-navigate system for residents and primary care partners. Two WorkWell advisers are now collocated at the Gospel Oak Job Hub on a fortnightly basis and Connect to Work staff will be working alongside the Disability Job Hub at the Greenwood Centre twice a month, with other co-location venues being explored ie the Living Centre and the Euston Opportunities Hub. Aligning clinical practice with employment support involves complex joint processes, and even with a new GP Work and Health Lead, ensuring that primary care teams can adopt and use these pathways at scale, continues to be a significant challenge.

**Capacity** – There is a high demand for the Good Work Camden service, reflected in the volume of new referrals each week. The waiting time for a one to one appointment is generally around 3 weeks or more, which is longer than the service would like. The service is working on bringing this wait time down, and on the provision of resources, online support and one-to-many workshops during the wait.

#### **3.4.2 Opportunities**

National and regional reforms—such as the Government’s *Getting Britain Working* initiative, the Post-16 Skills White Paper, the London Growth Plan and the Mayor’s new Inclusive Talent Strategy—create a strong opportunity for Camden to help shape a more inclusive employment and skills system and to take a leadership role in designing pathways that support residents into good work.

The London Growth Plan highlights the importance of the Knowledge Quarter (KQ) and Euston for future growth in life sciences and AI. New employer boards will help align adult skills funding with these high-growth sectors. Camden is already well placed: through the LIFT partnership with Islington and Hackney, the borough is expanding inclusive routes into creative, tech and scientific roles. Dedicated programmes are also supporting residents into NHS and social care roles, construction jobs, and a developing hospitality offer with Kings Cross Recruit.

Euston’s development represents a major skills and employment opportunity. Through work with the Euston Partnership, Camden is helping shape a 10-year Education, Employment and Skills Plan to create a local talent pipeline. This plan spans school-

to-work pathways and looks beyond construction into long-term employment linked to housing, commercial development and the wider KQ economy. The Euston Skills Centre is already driving progress, with record enrolments and the launch in September of the new Euston Skills Yard offering specialist training and bootcamps.

In Q2 Good Work Camden delivered some pilot community-based language courses of English for Speakers of Other Languages (ESOL) in Bengali and Somali, which showed strong demand for flexible, employment-focused language learning. These could be scaled up and linked to sector-specific training to open more pathways for residents.

For young people, the Council's role in delivering the Government's Youth Guarantee Trailblazer offers a chance to strengthen support for care-experienced young people. The programme started in July and early results show strong engagement, with participants already moving into internships, training and learning opportunities.

Partnerships present a significant area for growth. Deepening collaboration with NHS partners is creating clearer routes into clinical and support roles, laying the foundations for a broader local health and care workforce strategy. Camden's work with Greater Change is also gaining momentum—offering personalised financial support that helps jobseekers overcome practical barriers to employment.

### 3.4.3 *Learning*

**Evening and Night time strategy** – Over the summer, the Council engaged directly with 272 local parents, residents and young people to understand what they currently think of the evening offer for families, what barriers limit their participation and what the ideal family-friendly and inclusive evening experiences would look like for them.

Our survey received 120 responses and was promoted through Camden's corporate channels; community newsletters such as OneKilburn, Voluntary Action Camden and local community centres and resident associations; posters in libraries and community centres and through channels that directly engaged with parents and caregivers including the Council's Family Hubs, local WhatsApp parent groups via the Council's Parent Champions, Camden Carers, and Camden's Special Parent's Forum.

Summary headlines were;

- Families want more evening access to parks, live performing arts, and sports/fitness activities.
- Arts and culture show the biggest gap between what families do now and what they want to do.
- Affordability, safety, and limited family-friendly options are the main barriers to evening participation.
- No single priority area stands out for improvement—residents' views are evenly split.

- Demand for later opening hours and other actions suggests that a holistic, system-wide approach is needed to create a more family-friendly evening offer.

## 3.5 Environment and Sustainability

### 3.5.1 *Challenges*

An Increase in graffiti and offensive graffiti / fly-posting, which is monitored through Environment Services and Community Safety teams. Prompt removal of reported incidents and focus in hot-spot areas (high streets in the central area of the borough).

Appropriate resourcing and organisational focus on the climate risk agenda and climate adaptation. With the refresh of Camden's Climate Action taking place, work to ensure that there is ongoing cross-Camden focus on the creation of resilient communities and infrastructure across the borough is important. Particularly with the increasing heat risk and increasing likelihood of surface water flooding, alongside the emergency management response during excess heat and flooding episodes.

The size and ambition of the Camden Transport Strategy delivery plan creates a broad resource ask beyond the Transport Team and Division, requiring ongoing alignment of organisational resources and our ambition to develop Camden's public realm. Developing schemes brings together a range of participation and engagement resources and as schemes develop through their phases an enhanced reputational focus is required. Also, key elements of Camden's highways network and transport infrastructure is outside of our control, particularly with respect of Transport for London (TfL) who manage the "TLRN" (red route) network, (most of) the public transport network in the Borough, and assets on our highways network (e.g. signals). Lack of resources, funding and some issues around competing priorities within TfL means that progress in delivering transformational change on the TLRN, or public transport upgrades at the pace required is challenging.

Increase transport demand for Special Educational Needs (SEN) children with high needs / EHCPs (Education, Health and Care Plans). Over the past few years there has been a sharp rise in children requiring costly one to one transport where an average place for this level of transport can cost £25k to £50k. In addition, there has been other costs increasing including vehicle rental which in some cases have seen an increase by 10 to 40%.

Recruitment and retention in some key service areas including Parking Services, Camden Accessible Transport Services, Building Control and Transport Strategy. There is high competition for experienced, qualified personnel across the public and private sector with pay rates often out of the realm of public sector pay scales. The recruitment process has proven to be inflexible and lengthy leading to long lead in times to get key roles recruited to.

Staff wellbeing: experienced an uptick in the number of officers that are sharing issues concerning their mental and physical health. This has been challenging as the rising numbers mean that the priority on sustaining that officer support means that the Council has seen a rising impact upon service delivery.

### 3.5.2 *Opportunities*

Building on our growing evidence base of physical and natural environmental conditions on people's health to develop and implement new delivery models with Public Health teams and partners – Air Quality programme and Active Travel programme.

The next iteration of Camden's Climate Action Plan (2026-30) is the big opportunity that would benefit from cross organisational support, particularly alongside the delivery of the We Make Camden "local economy tackles the climate emergency" Challenge and working with Camden's business community to increase climate action across the borough. Organisational support will be further aligned with the re-issuing and promotion of the 'Environmental Stewardship' learning resource available through Camden's Learning Portal.

Working with Camden's Talent and Apprenticeship team to create opportunities within services to support succession plans and create a more diverse workforce at various levels of the Division – focus on Building Control, Parking Services and Camden Accessible Transport Services.

The co-ordination of area-based service delivery and public infrastructure development requires strong internal and external partnership working – need to ensure that local opportunities, resources and funding are regularly socialised and reviewed in order to get full value at a local level.

### 3.5.3 *Learning*

Ongoing engagement of local government with the new Government is essential relating to their implementation of the Waste and Resources Strategy, particularly the impact on local government services from the national Deposit Return Scheme (recyclable materials) and Extended Producer Responsibility funding for local recycling services. Supporting advocacy for a local government voice within the implementation of regulations.

Government consultation and proposals relating to the application of Emissions Trading Scheme to Energy from Waste facilities from 2028, which could have significant financial impact for local government whilst having limited impact on the emissions from publicly disposed of waste. Camden officers engaging with work and considering the potential impact on the North London Waste Authority (NWLA) levy charges in 2028.

Continued monitoring of a range of output and outcome metrics relating to Camden's transport and active travel interventions. When benchmarked with other London Boroughs, Camden continues to perform exceptionally well with respect of Healthy Streets delivery as evidenced by our 3<sup>rd</sup> place position in the latest independent [Healthy Streets Scorecard analysis](#).

In the last decade Killed and Seriously Injured (KSI) casualties on roads in Camden have reduced by 36% - the third largest reduction by Borough in inner London. Motorcycle KSIs in the Borough have reduced by 50% in that time period; pedestrian KSIs by 25% and pedal cycle KSIs by 33%. All of this data is pointing in the right direction in terms of achieving "Vision Zero" (no KSIs) by 2041.

## 3.6 **Public Safety**

### 3.6.1 ***Challenges***

Tension remains high due to external factors impacting Camden such as the conflict in the Middle-East. The Community Safety service continues to prioritise activity delivered in partnership with the Metropolitan Police with an emphasis on community engagement and reassurance. The internal tension monitoring group also continues to play an important role in co-ordinating the tactical and operational response to a range of issues.

The resourcing of the Coroner's office is an increasing concern with the Police continuing to struggle to timely recruit to vacancies in the investigatory role of Coroner Officers. The Council is taking active steps to support temporary recruitment into these roles but this remains a significant concern up to target transfer of the service in April 2026.

The number of individuals sleeping rough has dramatically increased in the borough and there are a number of encampments that have posed issues. The service works closely with the routes off the streets team and other services to provide a humanitarian response to individuals, while tackling with the police any crime and ASB issues.

### 3.6.2 ***Opportunities***

The Council's Community Safety Team are continuing to develop strategic partnerships with neighbouring boroughs to tackle issues across borders, such as partnership work with Brent to tackle violence and local resident's serious concerns in the area, as well as a refreshed West End Drugs Partnership with Westminster and a new co-designed cuckooing policy with Islington.

The Council's resilience team are co-ordinating the Council's involvement in Operation Pegasus – the National preparedness exercise for a future pandemic.

A major counterfeit crackdown in Camden has led to six arrests and the seizure of fake goods worth an estimated £23 million. The operation was led by Camden trading standards in partnership with the Metropolitan Police, WRi Group, Back Four Brand Protection, REACT UK and Surelock Investigators.

### 3.6.3 *Learning*

The launch of the Anti-Social Behaviour (ASB) Campaign in June 2025 has provided clearer insight into the issues our communities are facing. Since launch the service have seen 95% increase in reports and with the new triage system each case is being engaged directly and risk assessed and the reporter being communicated with.

In September the Council undertook the first free bystander training to stamp out street harassment. Residents, businesses, educational settings, voluntary groups, and council staff can now access free training to learn key skills to safely intervene if they witness an incident of harassment or any type of inappropriate behaviour. The initiative comes as part of Camden's ongoing work to make the borough a safer place, particularly for women and girls, calling on everyone to help tackle behaviour that makes anyone feel uncomfortable.

## 3.7 Recreation

### 3.7.1 *Challenges*

Library staff continue to be subject to a relatively high level of unacceptable behaviour. The Team and Health & Safety are reviewing controls to ensure our staff are able to work in a safe environment.

Construction works at Talacre Community leisure centre are progressing well but unexpected issues have led to time delays to the completion of the project which is now expected to be fully operational in December 2025.

The increase in the number of individuals rough sleeping in the borough is leading to an increased number of encampments across green spaces. Sadly, there was a murder at Camden Gardens related to the encampment in September. Work is underway to review options to make the space welcoming and safe before reopening it.

### 3.7.2 *Opportunities*

In June the Reading Strategy, developed in close partnership with The Reading Agency and Camden's Libraries Service, and shaped by valuable local voices, the Camden Reading Together 2025–2030 strategy sets a shared vision to make Camden a place where everyone, from babies to older adults, can discover and nurture a passion for reading.

The Council has agreed to make a series of trial improvements to Phoenix Road permanent, helping to create a safer, healthy and greener Somers Town, as well as introducing further permanent changes following feedback in July 2025. Creation of a traffic free green and open space on Phoenix Road that will have substantial planting, seating, open space for activities and events as well as play features.

Camden Council has celebrated the official reopening of Crabtree Fields, located in Fitzrovia, following restoration of this much-loved park. This £344,000 project is part of our Green Space Investment Programme that has seen the Council invest over £12m in our parks and green spaces since 2020.

### 3.7.3 *Learning*

The draft 2025-2030 Green Space Investment Programme was discussed at Culture and Environment Scrutiny Committee, which provided key feedback and review of the existing programme which has seen £12m invested in the borough's green spaces in the last 5 years.

## **4. Finance Comments of the Director of Finance**

4.1 The Director of Finance has been consulted on this report and has no additional comments.

## **5. Legal Comments of the Borough Solicitor**

5.1 The Borough Solicitor has been consulted and has no further comments to add.

## **6. Environmental Implications**

6.1 There are no proposals with environmental implications made in this report.

## **7 Appendices**

7.1 Appendix A: Corporate Performance Data Dashboard Q2 2025/26 - CE Scrutiny

**REPORT ENDS**