

LGA Corporate Peer Challenge

Camden Council

11 – 14 November 2025

Final



Corporate Peer Challenge

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1. Introduction

Corporate Peer Challenge (CPC) is a highly valued improvement and assurance tool that is delivered by the sector for the sector. It involves a team of senior local government members and officers undertaking a desktop review of key finance, performance and governance information and then spending four days at upper tier councils to provide robust, strategic and credible challenge and support.

CPC forms a key part of the improvement and assurance framework for local government. It is underpinned by the principles of sector-led improvement put in place by councils and the Local Government Association (LGA) to support continuous improvement and assurance across the sector. These state that local authorities are responsible for their own performance, accountable locally not nationally and have a collective responsibility for the performance of the sector.

CPC assists councils in meeting part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

Peers remain at the heart of the peer challenge process and provide a 'practitioner perspective' and 'critical friend' challenge with 'no surprises', they offer their views in good faith.

This report outlines the key findings of the peer team and their recommendations. The council will be developing an action plan against these recommendations.

2. Executive summary

The Corporate Peer Challenge (CPC) provides councils with a valuable opportunity to reflect on their strengths and areas for development through supportive, practitioner-led challenge. For Camden, the CPC took place at a moment of organisational renewal, following the appointment of a new Leader in July 2024 and Chief Executive in August 2025, and against the backdrop of national financial uncertainty. The peer team reviewed key documents, engaged widely with members, officers and partners, and explored the council's leadership, governance, financial resilience and capacity to deliver its priorities.

Across the four days, peers found a council that is widely regarded as well run,



values-led and ambitious for its communities. There is clear evidence of strong political and managerial leadership, with the transition to the new Leader and Chief Executive described consistently as smooth and constructive. Camden's focus on relational practice, where staff are encouraged to build honest, compassionate, trust-based relationships between staff and residents, ensuring people feel heard, respected and involved in decisions that affect them, is well embedded. The result is that it does create a culture of trust, authenticity and psychological safety that is unusual in scale across local government. Staff and partners consistently described Camden as a place where people feel valued, supported, and encouraged to work collaboratively.

The council's commitment to inclusion and anti-racism is evident in both policy and practice. Partners praised Camden's openness and flexibility, highlighting a shared sense of purpose that enables honest conversations and joint problem-solving. The peer team also saw impressive examples of organisational culture translating into tangible improvements for residents, particularly in relation to diversity, engagement and community collaboration including practical initiatives that link economic opportunity with inclusion, such as Good Work Camden and STEAM-focused programmes that support pathways into future-facing sectors.

Camden also faces a challenging financial outlook, particularly in relation to the Fair Funding Review and rising demand pressures and has been planning proactively to manage these risks. Separately, the peer team identified a need to strengthen the council's narrative by more clearly linking its high-level Missions to the use of data and insight and to the measurable outcomes it seeks to achieve. Enhancing this golden thread would help to demonstrate impact more clearly and ensure that resources are consistently aligned with the areas of greatest need. Peers also identified opportunities for Camden to articulate its achievements more confidently, locally, nationally and internationally, building on its reputation and influence.

In responding to these findings, the peer team encourages Camden to be bold and confident in telling its story, celebrating successes and projecting its ambition outwardly. Strengthening data-driven prioritisation will help create clearer alignment between Missions, resource allocation and delivery. Continuing to embed relational practice and the council's values will be central to maintaining Camden's distinctive culture and ensuring that all staff understand how organisational priorities translate

into their everyday work.

Peers also suggest that the council expand its place-based working model beyond major regeneration areas to support inclusive economic growth across all neighbourhoods and to bring greater coherence to inclusive growth activity through a clearer borough-wide offer. As Camden prepares its next Medium Term Financial Strategy, maintaining a strong focus on Value for Money will be essential to ensuring continued financial resilience. The relational leadership approach already championed by the Corporate Management Team should continue to be developed and deepened, recognising the positive impact it has on staff and those they work with.

The peer team recommends that Camden articulate a clear, borough-wide inclusive growth offer, co-produced with residents and partners, and strengthen coordination through a single delivery framework or refreshed economic strategy. This would support confident engagement with pan-London and international partners, align investment and delivery, and ensure that growth delivers tangible benefits for all communities across the borough, building on initiatives such as Good Work Camden and STEAM pathways.

Given the ambition and scale of Camden's capital programme, including plans for a locally led Urban Development Corporation, it will be important that this programme is appropriately resourced and that its wider significance is fully recognised. A review of the Constitution would provide an opportunity to ensure governance arrangements remain clear and effective, while refreshing the Audit Committee's Terms of Reference would help streamline its activity.

The peer team also encourages the Council to develop a clearer, lightweight evaluation framework and a more systematic approach to identifying, scaling and embedding what works. This would help Camden maximise the return on its considerable creativity and ensure that effective practice spreads quickly and consistently across the organisation.

Finally, the council is encouraged to prepare a strong induction and ongoing development offer for all councillors ready for May 2026, ensuring that newly elected, continuing and opposition members have the training and support they need to discharge their roles confidently.



Camden is well placed to build on its strong foundations. The peer team is confident that, through continued collaboration, clear prioritisation and a renewed focus on outcomes, the council will continue to deliver for its residents and contribute to the wider success of the local government sector.

3. Recommendations

There are several observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

- 3.1 **Recommendation 1:** There is a powerful and compelling story to tell in Camden, be bold and confident in sharing it.
- 3.2 **Recommendation 2:** There could be some further data driven prioritisation in order to ensure that the whole organisation can then focus on the alignment of the delivery.
- 3.3 **Recommendation 3:** Continue to develop your culture and ensure everyone understands the implied values, relational practice and how the Missions translate to their role. This will be central to sustaining the Council's approach to collaborative work, and enthusiasm for this agenda.
- 3.4 **Recommendation 4:** Evolve the approach to Place based models across the Council beyond your major regeneration areas that will also enable a bottom-up approach to inclusive economic growth.
- 3.5 **Recommendation 5:** The next Medium Term Financial Strategy will be one that will be challenging and it is important that work in relation to plans beyond 2026/27 focus on ensuring that services represent Value for Money.
- 3.6 **Recommendation 6:** The relational approach championed and delivered by the Corporate Management Team can have profound effects on staff and subsequently on local communities and is driven by a focus on core purpose and values. Keep developing and deepening this approach.
- 3.7 **Recommendation 7:** Camden has an ambitious Capital Programme and has further plans to step it up, including the establishment of a Locally Led Urban Development Corporation. It is important that the scale of the national and organisational impact of this is recognised and resourced accordingly.
- 3.8 **Recommendation 8:** Review your Constitution so that that it reflects in



simple and understandable terms the governance needed for today and a future Camden.

- 3.9 Recommendation 9:** Additional activity of the Audit Committee should be streamlined by refreshing the Terms of Reference.
- 3.10 Recommendation 10:** The Council should build on its existing practice to prepare a strong induction and training programme for new, existing and opposition Councillors ready for the May 2026 elections.
- 3.11 Recommendation 11:** The peer team recommends that the Council articulate a clear, borough-wide inclusive growth offer, co-produced with residents and partners, and strengthen coordination through a single delivery framework or refreshed economic strategy. This will support confident engagement with pan-London and international partners, align investment and delivery, and ensure that growth delivers tangible benefits for all communities across the borough.
- 3.12 Recommendation 12:** Developing a clearer, lightweight evaluation framework and a more systematic process for identifying, scaling and embedding what works would help the Council maximise the return on its considerable creativity and ensure that good practice spreads quickly.

4. Summary of peer challenge approach

4.1 The peer challenge team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected by the LGA based on their relevant expertise. The peers were:

- **Dawn Carter-McDonald**, Chief Executive, London Borough of Hackney
- **Councillor Peter Marland**, Leader of Milton Keynes City Council

- **Ian Williams**, Corporate Director of Finance and Resources (s.151), Liverpool City Council
- **Sonia Halliwell**, Director of Resident Services, Wigan Metropolitan Borough Council
- **Becca Heron**, Strategic Director, Growth and Development, Manchester City Council
- **Rebecca Clark**, Adviser, Improvement Coordination and Strategy, Local Government Association
- **Marcus Coulson**, Senior Regional Adviser and Peer Challenge Manager, Local Government Association.

4.2 Scope and focus

The peer team considered the following five themes which form the core components of all CPCs. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities? Is there an organisational-wide approach to continuous improvement, with frequent monitoring, reporting on and updating of performance and improvement plans?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges? What is the relative financial resilience of the council like?
5. **Capacity for improvement** - Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities? Does



the council have the capacity to improve?

In addition to these themes, the council asked the peer team to provide feedback on a couple of specific areas Camden Council is very focused on:

- Sustainable and inclusive economic growth.

4.3 The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their collective experience and knowledge of over 147 years in local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information to ensure they were familiar with the council and the challenges it is facing. This included a position statement prepared by the council in advance of the peer team's time on site. This provided a clear steer to the peer team on the local context at Camden Council and what the peer team should focus on. It also included an LGA Finance briefing (prepared using public reports from the council's website) and a LGA performance report outlining benchmarking data for the council across a range of metrics. The latter was produced using the LGA's local area benchmarking tool called LG Inform.

The peer team then spent four days onsite in Camden, during which they:

- Gathered evidence, information, and views from more than 59 meetings, in addition to further research and reading.
- Spoke to more than 141 people including a range of council staff together with members and external stakeholders.
- The peer team has a collective experience of at least 147 years in local government.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as local government officers and member peers who have



engaged with those in Camden in a trusting manner and make their observations and recommendations in good faith.

5. Overall messages and observations

5.1 Background

Camden is an inner north London borough with a population of 210,100. The population has decreased by 4.6% since 2011 according to the 2021 Census, with the number of those aged over 65 increasing by 3.4% and the number of those aged 18-64 decreasing by 4.7%. It is one of the country's most unequal boroughs, with highly affluent areas and significant areas of deprivation. The gap in healthy life expectancy between people living in the most and least deprived parts of the local authority is very high, at 13.5 years for males and 9.6 years for females. It has an Index of Multiple Deprivation score of five. Camden is within North Central London (NCL) NHS Integrated Care Board area, which spans five local authorities.

The population of Camden is more ethnically diverse than the England average (19%) with 40% of residents from a Black, Asian or other ethnic group. This has increased from 34% in 2011. There are more than 85 different languages spoken and 17% of people identified as LGBTQ+ in comparison to the national average of 14%. There are fewer disabled people (15.2%) as a share of the population than the national average (17.3%) and 25.4% people were economically inactive, which was higher than the London average (21.4%).

Camden is a Labour-led unitary council with 55 elected councillors. There are 45 Labour councillors, 6 Liberal Democrat, 3 Conservative and 1 Green.

Financial facts

The local authority estimated that in 2024/25, its total General Fund budget would be £328,100,000. Its actual spend for that year was £350,900,00, which was £22,800,000 more than estimated.

Overall Messages and observations

It was very clear to the peer challenge team throughout this work that the London Borough of Camden is a well-run council with significant achievements. Councillors, staff and partners all reflected that there has been a smooth transition to a new Leader and Chief Executive who are viewed with respect and confidence.

Because of the relational practice leadership style of working championed by the Corporate Management Team and being rolled out across the Council, Camden is very evidently purpose and values led. This creates a culture that is very positive where kindness and authenticity are central to how Councillors and staff behave and this is core to the organisation's identity. As a result Councillors and staff like being here. This approach creates a culture of high trust and a strong culture of psychological safety.

Those who partner with Camden Council speak very highly of the organisation. They feel that relationships are strong because of the staff they meet. Partners describe a culture of positive open flexibility where the purpose of engagement is to find a mutually agreeable solution to the challenges under discussion.

There was clear evidence of genuinely impressive delivery of inclusion and diversity practice and approaches across all aspects of the organisation. There is a proud, inclusive anti-racist commitment that is promoted and championed from the Leader and Chief Executive and on throughout all levels of leadership.

At the time of writing the Fair Funding Review is being finalised by central government. Camden is projected to lose out in the review from previous levels of funding, although the precise projections vary somewhat. Within the Council, planning is well underway to address the challenge of the Fair Funding Review and has been for several years. From the evidence seen by members of the peer challenge team regarding the mitigations in place and planned approaches, the council will be financially able to continue to deliver current levels of service provision.

It was interesting to the peer team to meet senior leaders who were humble about the values and achievements of the Council. These were frequently framed in the language of the Missions, challenges and ambitions within them and the values that drive the behaviour of the Councillors and staff in the council. This approach is worthwhile. However there is the opportunity to consider further how these fit

together to deliver outcomes. The Missions approach is a high-level overarching narrative that could be more explicitly linked to activity that is then prioritised and delivered. This could be done through a more obvious narrative that describes how data and insights are used to inform decision-making and the prioritised use of targeted resources. Furthermore this work should be clearly linked to your relational style of leadership for others to see and ensure the link to improved measurable outcomes is clearly evident. When this is achieved the Council should give focused thought to how it will celebrate the evident successes more overtly. This may need humble leaders to be more extrovert as they confidently project success outwardly to local people, the local government sector and more widely.

With reference to the inclusive growth agenda, Camden is in a prime position to unlock opportunities for residents and communities from growth of national and international significance. Because of this the peer team recommend that the Council be bold with its messages to investors to ensure it attracts international investment. Due to its physical location and positive reputation the Council is operating on an international stage and needs to move confidently into that space alongside pan-London partners to realise further opportunities to fully deliver on its growth agenda and for local people.

6. Feedback

6.1 Local priorities and outcomes

At Camden Council the high-level priorities are very clear and based in the Council's Missions work. These Missions come out of the community vision titled 'We Make Camden' which seeks to articulate a foundational shift to becoming a mission-orientated Council. The Council sees the Missions as uniting its community and partners behind shared goals to create lasting, equitable change. These missions appear across key corporate documents and are used to guide priorities, investment and service design and are:

Diversity – By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow.

Young People – By 2025, every young person has access to economic opportunity that enables them to be safe and secure.

Food – By 2030, everyone eats well every day with nutritious, affordable, sustainable food.

Estates and Neighbourhoods – By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity.

This approach creates a specific narrative within the Council and leads to a distinct operating model as everything is framed through the lens of the Missions. From listening to Councillors and staff the peer team came to the view that it is an expectation that the basics are done as standard and staff are trusted to do this. It is clear that the Missions approach has supported cross-council working and whilst onsite the peer team saw and heard about many good pieces of work upon which the Council should maintain focus.

What was less evident to the peer team was how the Missions are linked to specific, measurable outcome measures that demonstrate the difference they are making for people in Camden. The narrative was consistently focused on doing good work and the experience of people, both staff and those they work with, but the story could be strengthened further by presentable data and outcomes. Through the four days onsite the peer team pressed Councillors and staff on this and were directed to some data, although it took time and effort. The improvement the Council may want to consider is to include numerical improvement data over time that supports the strategic and relational narrative to 'prove' that this approach is making a difference.

It is intentional that the Missions do not reflect every single Council function, however particularly when speaking to external partners there does appear to be a disconnect between the Council vision and transactional services and how they contribute.

Whilst onsite the peer team spoke with a wide variety of partners from large organisations with a multi-national reach to small voluntary groups. In these conversations the partners were almost universally positive about the staff with whom they meet and their attitude and culture that creates positive working relationships. This was impressive.

What was not so clear to partners was how the Missions narrative related in practical

terms to the work undertaken with partners. Whilst the delivery of positive outcomes with partners is the priority there is the opportunity to support partners to see how their engagement with Camden Council priorities.

Council Housing

Housing is a central issue for Camden and a critical enabler of the council's ability to deliver the ambitions set out in its current corporate strategy. The council manages a large and complex housing portfolio of over 22,000 homes, within a London market characterised by exceptionally high construction costs and significant constraints on available capital for new build and major repairs. Camden's Asset Management Strategy provides a clear framework for managing and investing in this stock, alongside the replacement of council homes through the Community Investment Programme, which has delivered new homes and wider community benefits over a sustained period.

The peer team was asked to consider the extent to which the extreme pressures of housing affordability in Camden are reflected in the council's ability to deliver its corporate ambitions for inclusive economic growth, particularly those focused on tackling inequality, creating a thriving place, and supporting residents to live healthier and more fulfilled lives. Housing affordability represents one of the most significant challenges to the achievement of these ambitions. Camden remains among the least affordable boroughs in the country, with median private rents for a two-bedroom home now exceeding £2,600 per month and around 8,000 households on the social housing waiting list.

The peer team consistently heard that the shortage of genuinely affordable homes is a key driver of poverty, overcrowding, reliance on temporary accommodation and widening inequality. While the scale and pace of new council and social-rented housing delivery is strong by London standards, it is not yet sufficient to materially alter these pressures at borough scale, underlining the need for continued prioritisation, partnership working and innovation.

The council fully recognises this reality and has taken significant steps to address it. Through the Community Investment Programme, Camden has directly delivered over 1,750 new homes since 2010, with 60 per cent of these homes at affordable tenures

and has enabled a further 330 homes to be delivered by other developers. In addition, a new wholly owned housing company, Camden Living, is now operational, and ambitious targets have been set for the next phase of council housebuilding. However, the scale of the affordability crisis means that housing constraints will continue to limit progress on inclusive growth unless delivery is accelerated further and complemented by changes in national policy and funding arrangements.

Turning to the existing council housing stock, the peer team found a clear understanding across the leadership and the housing service that the repairs and maintenance offer, and the day-to-day relationship with tenants and leaseholders, must improve significantly and rapidly. The 2023 Residents' Survey and subsequent focus groups revealed high levels of dissatisfaction with the speed, quality and communication around repairs – a finding that has been a persistent theme in recent years.

The council has acknowledged these shortcomings openly and has already taken decisive action. A new Housing Transformation Programme was launched in 2024, backed by additional investment in the Housing Revenue Account (HRA), a redesigned repairs service with increased in-house capacity, and a strengthened tenant and resident engagement framework. Early signs of progress are encouraging: the repairs backlog has reduced by 18% in the past 12 months, average time to complete routine repairs has fallen, and damp and mould cases are being addressed more systematically.

This progress is welcome but remains fragile. The peer team agrees with officers and members that sustained, laser-like focus is now required to embed the improvements and regain the trust of tenants and leaseholders. Robust performance monitoring with clear key performance indicators owned at Director and Cabinet Member level, published transparently, and regularly scrutinised by the Housing Scrutiny Committee and the new Housing and Property Residents Panel will be important. The council should also consider introducing an independent tenant-led element into the governance of the improvement programme to provide additional assurance and accountability.

The Council should explicitly recognise the current and projected scale of the housing affordability crisis in the next refresh of We Make Camden and openly

articulate the implications for delivery of the ambitions for inclusive economic growth, alongside a clear plan to accelerate council and affordable housebuilding.

The Council should consider how to maintain relentless leadership focus on the Housing Transformation Programme, with monthly performance reporting to Cabinet, and independent tenant oversight of progress.

The Council should resource and empower the new tenant and leaseholder engagement structures to play a full co-production role in the ongoing redesign and monitoring of repairs, maintenance and estate services.

Children's Services

In March 2025 Ofsted undertook an inspection of Camden's Children's Services and found that "*Children and young people in the London Borough of Camden continue to receive excellent support*". Ofsted again judging overall effectiveness as outstanding. Inspectors found that children receive timely, well-coordinated support rooted in highly effective early help, rigorous safeguarding practice and a deeply embedded relational model. Social workers know children well, build trusting and enduring relationships, and undertake creative, purposeful direct work that amplifies children's voices. Strong partnership working, mature multi-agency responses to exploitation and domestic abuse, and purposeful oversight ensure risks are addressed swiftly and holistically. Children in care benefit from stable, nurturing placements, high-quality education and health support, and a vibrant corporate parenting offer. Care leavers, including unaccompanied young people, receive exceptional and aspirational support that enables them to thrive into adulthood. The service is led by a director who understands the successes and challenges facing the directorate and has clear priorities and plans based on good evidence for further improvements.

Adult Social Care

In 2024/2025, 38% of the General Fund budget was spent on adult social care. The local authority has raised the full adult social care precept for 2024/25, with a value of 2%. Approximately 1425 people were accessing long-term adult social care support, and approximately 3420 people were accessing short-term adult social care support in 2023/2024.

Camden was the first local authority to be rated Outstanding under the Care Quality

Commission's new assurance framework for Adult Social Care in February 2025, achieving an overall score of 89%. The CQC commended Camden's strong culture of equity and anti-racism, its collaborative partnerships across housing, health and children's services, and its inclusive, values-led leadership. Inspectors highlighted the use of Family Group Conferencing as an innovative and empowering approach that places people and communities at the heart of decision-making. Leadership at all levels was described as clear, courageous and compassionate, modelling a culture of learning, openness and shared accountability. Ongoing priorities include strengthening support for carers and residents experiencing multiple disadvantage, ensuring Camden continues to deliver compassionate, person-centred and equitable care for all.

Camden Youth Justice Service

The Camden Youth Justice Service (YJS) has been recognised by HM Inspectorate of Probation as *outstanding*, reflecting a culture of authentic care, innovation and strong partnership governance. The service delivers consistently impressive work with children through comprehensive assessment, holistic planning and high-quality, trauma-informed interventions. Skilled practitioners build meaningful relationships, enabling children to engage positively and sustain change, particularly through the strong focus on education, training and employment, including innovative paid work opportunities. Diversity practice is a hallmark of the service, with nuanced understanding of children's lived experience shaping tailored responses. Victim work is compassionate, restorative and responsive, with well-established policies and growing strategic ambition. Collectively, the YJS achieves tangible improvements in children's safety, wellbeing and life opportunities while contributing to safer communities.

6.2 Performance

As a diverse borough Camden has significant economic assets, strong cultural institutions, and a highly educated population. It benefits from higher than average earnings and strong employment levels. The borough also experiences sharp inequalities, with pockets of deprivation, high housing need, and persistent child poverty. The Council therefore works within a complex and challenging context: high



expectations, high costs, and high levels of need.

The organisation positions itself as values-driven, socially progressive, and ambitious for its communities. This ambition is visible in its investment in housing services, social care, and support for vulnerable residents.

Housing Services

Camden continues to invest significantly above London and national averages in its housing services, enabling strong performance in areas such as Housing Benefit processing and maintaining comparatively low waiting-list pressures. However, demand for temporary accommodation remains high, reflecting wider constraints in London's housing market rather than local underperformance. Sustaining investment at current levels will become increasingly challenging in the context of rising homelessness demand and ongoing financial pressures.

Planning Services

As a high demand planning authority, Camden sustains strong expectations around design quality, heritage and sustainability. While no major performance issues are highlighted, continued proactive engagement with residents, communities and developers remains essential to manage growth pressures and ensure schemes contribute positively to inclusive place-shaping.

Waste and Environmental Services

Performance in waste and environmental services is broadly aligned with London norms, with no significant concerns identified. There is, however, scope to further increase recycling rates and enhance behaviour-change programmes, supporting the borough's wider climate and environmental ambitions.

Culture and Leisure

Camden benefits from an exceptional network of cultural institutions, creative partners and universities, which collectively strengthen community identity and participation. The challenge and opportunity ahead lie in more systematically linking cultural investment to wider corporate priorities such as inclusion, youth engagement and health and wellbeing.

Public Health and Health & Wellbeing



Joint working with NHS partners is well established, and the council maintains a strong focus on health inequalities through targeted public health interventions. Nonetheless, deep-seated inequalities linked to housing, income and environment persist, requiring sustained neighbourhood-level delivery and whole-system collaboration to shift long-term outcomes.

Economic Prosperity

Camden's economy is underpinned by strong employment, high wages and major anchor employers, positioning the borough well for continued inclusive growth. However, this economic success is not consistently felt across all communities, and further work is needed to improve pathways for lower-income residents into Camden's labour market and growth sectors.

Education and Skills

Educational performance remains strong, with GCSE attainment above national averages. Yet, persistent child poverty and early years disadvantage risk constraining long-term outcomes, highlighting the importance of sustained early intervention and supportive pathways into further learning and employment.

Children's Services

Children's services benefit from high levels of investment and a clear commitment to safeguarding and supporting families. Demand, however, continues to rise in complexity, placing ongoing pressure on the workforce and requiring careful strategic planning to maintain quality and resilience.

Adult Social Care

Adult social care spending remains proportionate relative to Camden's core spending power, with a strong emphasis on prevention and community-based support. Future pressures linked to an ageing population and increasing complexity will require careful medium-term planning to maintain financial sustainability and service quality.

Roads and Public Realm

Performance is broadly in line with London benchmarks, with continued investment in public realm improvements that promote active travel and support climate objectives. These improvements contribute positively to Camden's wider ambitions for healthier

and more sustainable neighbourhoods.

Equality, Diversity and Inclusion (EDI) in Performance

Camden's approach to performance is strongly underpinned by its commitment to equality, diversity and inclusion. The council systematically uses EDI data and insight to understand variations in outcomes, shape targeted interventions and monitor progress for different communities. This focus is visible across service areas, where analysis of disproportionality informs decision-making and drives improvements in access, experience and impact. The emphasis on relational practice, inclusive engagement and co-production further strengthens the council's ability to respond to the diverse needs of its residents. As a result, EDI is not treated as a standalone consideration but is embedded within performance management, service design and strategic priorities.

Throughout the onsite work the peer team met with a wide variety of staff and saw some data, monitoring and performance reporting. However this was not always evident in the stories told by staff. As a result it was difficult to see the links between the strategic story and operational achievements. The Council does many things, and does them well, but there is room for improvement for the overall organisational narrative to make explicit links between priorities and outcomes. One area that could be considered is to do this with the story of the Missions and focus on what has been successfully changed as a result of the Council's work. With this in mind it is clear that the Council has plans to improve the data function to raise internal capacity and reporting to inform prioritisation.

6.3 Organisational and place leadership

Organisational leadership

The single most striking finding of this peer challenge was the palpable sense of enthusiasm, pride and shared purpose that runs through the organisation. Staff at every level, from frontline teams to the Corporate Management Team, spoke with genuine passion about their work and an unwavering commitment to putting residents at the heart of everything the Council does. This is not rhetoric; it is lived experience. The peer team consistently heard phrases such as “*we are here for the people of the borough*”, “*we feel trusted to do the right thing*” and “*this is the best place I’ve ever worked*”. Such a positive, values-driven culture is rare and exceptionally valuable. It is the Council’s most important asset and the foundation on which all future success will be built.

Both political and managerial senior leaders have clearly played a pivotal role in nurturing this culture. The deliberate focus on relational practice, psychological safety and explicit permission to innovate has created an environment where staff feel safe to try new approaches, to learn from things that do not work, and to challenge constructively. The language of “test-and-learn” is now embedded, and the peer team saw numerous examples of pilots and new ways of working that have emerged directly from frontline ideas. This is genuinely impressive organisational leadership that has moved the Council a long way since the previous peer challenge in January 2020.

To sustain and deepen this culture, it will be essential to keep reinforcing the core values and relational behaviours that underpin it, ensuring that every new starter and team understands what “good looks like” in practice, and how the borough’s Missions translate into their day-to-day role. Continuing investment in leadership development, coaching and reflective space remains critical, this is not a culture that can be taken for granted; it needs constant tending.

While the test-and-learn mindset is strong, the peer team suggests there is scope to strengthen the “learn” part of the equation. A number of promising innovations and pilots are under way, but the approach to formal evaluation, sharing learning and embedding successful practice as business-as-usual is not yet consistent across the organisation. Developing a clearer, lightweight evaluation framework and a more

systematic process for identifying, scaling and embedding what works would help the Council maximise the return on its considerable creativity and ensure that good practice spreads quickly.

Resident participation and co-production have advanced significantly since the last peer challenge and are rapidly becoming a genuine strength. The use of Citizens' Assemblies, the development of district visions, and the increasing confidence in deliberative and participatory methods were all highlighted positively. The Council's emerging ambition to work in a more explicitly neighbourhood-based way provides an ideal opportunity to take this further, rooting engagement in the places where people live and giving communities a stronger voice in shaping local priorities and services. This would also help to tackle inequalities across Camden.

A standout example of the Council's maturing approach is its increasingly sophisticated use of data and insight to drive early intervention and prevention, particularly in resident welfare, debt and vulnerability. The peer team saw impressive evidence of joined-up, data-led decision making that is already delivering better outcomes for individuals and families while managing demand for high-cost services. Pilots in this area should continue to be rigorously evaluated, with successful approaches scaled quickly. As noted in the financial section, bringing together income-collection functions and welfare-support teams more closely could further improve both recovery rates and the resident experience, creating a genuinely preventative, holistic service.

In summary, the Council demonstrates exceptionally strong and increasingly confident organisational leadership. The positive, relational, resident-focused culture is not only a source of pride but a genuine performance enabler. By continuing to invest in its people, tightening the cycle of innovation-evaluation-learning, and deepening place-based participation, the Council is well placed to sustain this trajectory and continue to punch above its weight in delivering for its communities. Senior members and officers alike deserve considerable credit for what has already been achieved. The challenge now is to protect and embed it as the organisation faces the inevitable financial and operational pressures ahead.

6.4 Governance and culture

Governance

The Council recognises there is an opportunity to review working practices following local elections in May 2026. Coupled with this the Council recognises it is time to review the Constitution so that it reflects in simple and understandable terms the governance needed for today and a future Camden, reflecting core purpose, clear accountability and how decision making can be carried out effectively.

In the self-assessment for this work the Council reflects that: “*Our constitution doesn't fully reflect our approach to ensuring that the Council's decision-making draws on the voices of our communities, and it will need amendment in order to be fully accessible and aligned to our ways of working.*”

As part of the review you may wish to consider how scrutiny can better align with the cross-cutting nature of the Missions and promote better co-operation between scrutiny committees and allocation of scrutiny resources. This recommendation from the peer team aligns with the statements in the self-assessment for this work that states: “*There is scope to explore how our scrutiny arrangements could add more value to local policymaking and decision-making processes.*”

Furthermore the peer team suggest that whilst the Audit committee works well, there are some minor improvements that could be made. An example would be that the additional activity of the Audit Committee should be streamlined by refreshing the Terms of Reference.

It was clear that internal and external audit functions well and work has been done to improve the external audit position of accounts.

Councillors and officers describe their relationships positively with clear boundaries based on trust and is further strengthened by The Golden Triangle meetings taking place regularly.

Cabinet members are well supported; there is a good structure of support officers who supply the information they need to consider and make decisions.

To ensure it is fully prepared for May 2026 elections the Council should build on its existing practice to prepare a strong induction programme and training for new

Councillors and ensure that Opposition Councillors should be supported to access appropriate training.

Culture

The peer team was genuinely impressed by the depth and authenticity of the Council's commitment to diversity, equality and inclusion, which is meaningfully embedded across the organisation. This is not performative, it is lived. Staff at all levels spoke with pride about the Council's explicit anti-racist stance and the practical steps taken to make inclusion the default rather than the exception. Workforce diversity metrics are strong and continuing to improve, representation in senior leadership is noticeably better than in many comparable authorities, and the team heard multiple examples of lived-experience stories from staff who feel genuinely seen, valued and able to bring their whole selves to work. This creates a powerful sense of belonging that directly supports retention, wellbeing and productivity. The Council should feel immensely proud of what it has achieved here; this is sector-leading practice that deserves to be celebrated loudly and confidently.

Closely linked to this is the Council's innovative relational leadership approach, which the peer team regards as one of the most distinctive and impressive features of the organisation's culture. This is not a bolt-on programme but a deliberate philosophical choice that shapes how leaders at every level behave day-to-day. It is rooted in values and a shared sense of core purpose that staff articulate with striking consistency. The team repeatedly heard how this relational style, characterised by curiosity, deep listening, vulnerability and trust, is transforming relationships both within the Council and with partners and communities. Staff describe feeling "*held*" rather than managed, partners speak of being treated as genuine equals, and residents talk about council staff who "*really get it*". The emotional impact on individuals is profound and palpable; people feel safer, braver and more creative as a result.

This approach is delivering measurable outcomes that go well beyond staff satisfaction scores (which are already very high). Sickness absence rates are lower than sector averages, particularly for stress-related illness and reflect a healthier workforce. Employee turnover is low and applications for vacancies are high and diverse. Corporate projects are landing more effectively because staff feel genuine



ownership rather than compliance. Perhaps most importantly, the relational approach is visibly improving outcomes for residents: services are more responsive, partnership working is deeper and more sustainable. This is values-driven leadership that actually works.

The Council now has a compelling and evidence-rich story to tell about how a deliberately relational, values-led, anti-racist culture drives both staff wellbeing and tangible service improvement for residents. The peer team encourages leaders to be bold in sharing this narrative externally. The Council should present the evidence: the data on staff retention and absence, the improved performance metrics, the external feedback from partners and residents, the lived-experience testimonies and package this story confidently and consistently, in recruitment campaigns, at sector events, in national publications, through case studies and speaking opportunities. Other councils are hungry for approaches that genuinely move the dial on both staff experience and on outcomes; this Council is already delivering this and should claim its rightful place as a leading voice in this space.

Keep investing in and deepening the relational approach. Protect the space for reflection, coaching and development that makes it sustainable. Continue to measure and articulate its impact ruthlessly. This is not just good practice, it is genuinely innovative practice that is making a measurable difference to people's lives, both inside and outside the organisation. The Council should be proud to lead the way.

6.5 Financial planning and management

Camden Council's self-assessment for this work states that: "*Camden is not in the extreme financial position of many other local authorities. We have worked hard to ensure that we maintain our financial resilience and sustainability, in order to continue to provide the vital services and support that our communities rely on. We have a strong track record in financial planning and management, which remains one of our biggest assets as an organisation*". The peer team found a council that is realistically facing a highly challenging financial context with clear-headed planning, sound financial management and a credible Medium Term Financial Strategy (MTFS). There is evident financial discipline and a mature understanding of the risks. Members and officers demonstrate a shared grasp of the financial position and speak

with one voice about the scale of the challenge ahead. This provides a strong platform for the difficult decisions that will be required.

The Council has been proactively preparing for the long-expected reset of the local government finance system for several years. It has developed a thoughtful and carefully sequenced strategy to manage potential funding reductions, and this forward planning is now clearly visible in the robust approach taken to setting the 2026/27 budget. Reserves have been used deliberately and transparently to smooth the transition rather than to avoid change, and the budget process has been underpinned by realistic assumptions and early engagement with services on savings requirements. This is prudent, evidence-based financial planning of a high order and positions the Council well compared with many authorities that have only recently begun to confront the implications of the fair funding review and baseline reset.

Like every council in the country, significant financial pressures are being felt, particularly in temporary accommodation, adult social care and home-to-school transport. The peer team noted that the in-year position requires continual tight grip if overspends in these demand-led areas are not to erode the Council's reserves faster than planned and compromise the Medium-Term Financial Strategy. Senior leadership is fully sighted on this risk and has appropriate monitoring arrangements in place, but the intensity of monitoring and challenge will need to be sustained, especially through the winter period and into the final quarter.

The next iteration of the MTFS, covering the period beyond 2026/27, will inevitably be one of the most challenging the Council has produced. Savings requirements are likely to be of a different magnitude to those delivered in recent years. It will therefore be essential that the refresh of the MTFS is accompanied by a rigorous, corporate focus on value for money across all services. This means not just identifying efficiencies but actively reviewing service outcomes, demand management strategies and alternative delivery models to ensure that sustainable services can be protected for the long term.

The Council's capital ambitions are significant and growing, with a substantial pipeline of schemes already in delivery and further major commitments in prospect, including the proposed Locally Led Urban Development Corporation. These plans have the potential to transform the place and drive economic growth, but their scale,

both financial and organisational, should not be underestimated. The peer team encourages the Council to satisfy itself that the revenue consequences of the capital programme are fully provided for, that borrowing plans remain affordable in a range of interest-rate scenarios, and that sufficient corporate project management, procurement and commercial capacity is in place to deliver the expanded programme without diverting resource from day-to-day service delivery.

The Housing Revenue Account is large and faces multiple pressures: rising responsive repairs costs, higher expectations from tenants, decarbonisation requirements and the need to maintain a major development programme. The current HRA business plan is now several years old. The peer team recommends that it be refreshed with the same thoroughness and frequency as the General Fund MTFs so that members and officers have a single, integrated view of the Council's total resources and commitments over the medium term.

The finance team has, in a relatively short period, cleared a long-standing backlog in the audit of the Statement of Accounts through targeted investment in additional capacity and strong leadership. This is a considerable achievement that has removed a significant corporate risk and restored the Council's reputation with the external auditor. The team deserves recognition and thanks for this work.

Income collection is currently managed across several service areas, including a central Credit Control team that manages a number of debts for different teams across the council as well as teams that recover debts relating to parking, Council Tax, business rates, and housing. While this has advantages in terms of local ownership, the peer team heard that alignment of approach, policy and performance management is not consistent. Bringing income collection teams together more closely, and strengthening links with the Money Advice team, could improve debt recovery rates, reduce write-offs and provide better support to residents in financial difficulty.

Finally, delivering the level of capital ambition now in train will require enhanced corporate capacity in project development, commercial negotiation, programme management and financial oversight. The peer team encourages the Council to assess the current resource envelope in these critical areas and to invest further where necessary. The prize, successful place-shaping, improved services and long-

term financial sustainability, is considerable, but it will only be secured through continued strong financial leadership and disciplined execution. The foundations for this are clearly in place.

6.6 Capacity for improvement

The peer team was impressed by Camden's strong and sustained capacity for improvement, which is evident across the organisation and reinforced by external validation, internal culture, and effective outward engagement.

Camden performs consistently well across a broad range of services, with three key regulatory inspections confirming excellent practice:

- Children's Services was judged Outstanding by Ofsted in 2025, with particular praise for the strength of early help, child protection practice and the quality of the workforce.
- Adult Social Care achieved an Outstanding rating from the Care Quality Commission in February 2025 recognising the council's person-centred approach, innovative strengths-based practice and highly effective joint working with health partners.
- The Youth Justice Service was assessed as Outstanding by HM Inspectorate of Probation in 2023, one of only a handful of services nationally to achieve this rating.

These exceptional outcomes do not stand in isolation. The council demonstrates a clear organisational commitment to delivering high-quality services in everything it does, from frontline statutory provision to corporate support functions and place-shaping initiatives. There is a palpable sense across all levels of the organisation that "good" is the minimum expectation and that continuous improvement is part of the Camden DNA.

Evidence gathered during the peer challenge supports the idea that high standards are being achieved in many additional areas beyond those subject to formal inspection. Examples include the strength of the council's housing services, the innovative approach to climate action and community safety partnerships, and the quality of member–officer working.



Camden actively promotes its good and excellent practice through well-established improvement networks both within London (such as the London ADASS and Children's Services networks) and nationally (including sector support programmes and the LGA's National Graduate Development Programme). Staff and members are regularly invited to present at regional and national events, and the council plays a leading role in several cross-London improvement initiatives.

The council also maintains strong and productive relationships with central government departments and arm's-length bodies. These connections are used constructively not only to influence national policy but also to secure additional resource and flexibilities for Camden residents. Recent examples include successful bidding for Levelling Up Fund and Future High Streets Fund investment and active participation in the national Family Hub and Supporting Families programme developments.

Crucially, there is widespread recognition amongst both officers and members that improvement is an ongoing journey rather than a destination. Excellent inspection outcomes are celebrated but are not seen as the end point. The leadership team regularly articulates that complacency is the biggest risk to sustained high performance, and this message is consistently reinforced through staff briefings, performance clinics and the council's refreshed corporate plan.

Taken together, these factors give the peer team considerable confidence that Camden has the culture, capability, relationships and mindset required to maintain and build on its current strong position, even in a challenging financial and demographic context. The council is well placed to respond proactively to emerging pressures and opportunities and to continue acting as an exemplar for the sector.

6.7 Inclusive growth

The peer team was specifically asked to comment on Camden's ambition to create and drive inclusive growth across the borough, working in partnership with others. This is a stated corporate priority and features prominently in the We Make Camden and the emerging inclusive economic growth strategy.

Place Leadership

The peer team found a council that is unmistakably ambitious for its borough and is widely regarded by external partners as bold, confident, supportive and genuinely open to new ideas and innovation. Partners repeatedly described the authority as “*can-do*”, “*commercially astute*” and “*prepared to take calculated risks to get things done*”. This reputation is hard-won and extremely valuable. It attracts investment, draws in talented staff and partners, and creates a sense of momentum that is palpable both inside and outside the organisation. The Council should continue to protect and project this identity with confidence.

There is strong and visible political and managerial leadership driving the borough’s major growth and regeneration priorities. Cabinet members and the corporate leadership team are united and energetic in their advocacy for transformative projects, most notably the continuing evolution of King’s Cross and the opportunities presented by the redevelopment of Euston. These schemes are nationally significant and the Council’s ability to maintain influence and secure benefit for local people in such high-profile, high-complexity developments is impressive. The peer team saw clear evidence that the authority has the relationships, credibility and strategic nous to maximise the opportunities these schemes present.

That said, the very high profile of these “big-ticket” projects means they understandably command significant political and officer attention. What was less visible to the peer team was a similarly clear and articulated approach to growth, regeneration and day-to-day place management in other parts of the borough. While some locality-based work is undoubtedly taking place, it was harder to discern a consistent, tailored strategy for different neighbourhoods that addresses their specific opportunities, challenges and character. The peer team suggests that developing a small number of Neighbourhood Development Frameworks (or equivalent place-based strategies) for key areas would provide a stronger framework to guide investment decisions, planning applications, enforcement priorities and community infrastructure in a more holistic and predictable way. Such frameworks would also give local communities greater confidence that their areas are not being left behind and would help ensure that growth feels inclusive everywhere, not only in the headline locations.

Community and resident engagement on inclusive growth programmes is taking place and is valued by those involved. The Council has developed programmes to be neighbourhood based such as the Good Work Camden job hubs and the Euston Skills Centre. However, these programmes could be even more effective if they were more explicitly rooted in specific places and neighbourhoods rather than organised predominantly by theme or demographic. Linking activity more firmly to geographical communities would strengthen local ownership, improve targeting of resource and increase the visibility of impact.

The Council is making sophisticated use of land value uplift and section 106/Community Infrastructure Levy receipts to secure genuinely affordable housing and community facilities, and the peer team saw several excellent examples of this in practice. This is genuinely impressive commercial practice that directly supports inclusive growth. A comprehensive, borough-wide review of the Council's land and asset base offers the opportunity to significantly scale up these outcomes.

Developing a Strategic Asset Management Plan would enable a more systematic and ambitious approach to asset disposal, acquisition, repurposing and joint venturing, maximising both revenue generation and wider place-shaping objectives. Such a plan would also provide the essential underpinning for any future Neighbourhood Development Frameworks. The peer team notes that delivering this step-change is likely to require additional in-house commercial and property expertise and recommends that this capacity gap be addressed as a priority.

Overall, the Council is demonstrating strong and increasingly confident place leadership. It has earned its reputation for boldness and delivery on the biggest stages; now is the time to extend that same clarity, energy and innovation to every part of the borough so that all communities feel the benefit of the authority's ambition. The building blocks are already in place to achieve this.

Inclusive growth

Inclusive growth is a clear political priority for the Leader and the administration, and this commitment is widely understood and shared across the political group and senior leadership team. Officers at all levels can articulate that the council wants growth to benefit all residents, particularly those who have historically been excluded

from the prosperity generated in one of London's wealthiest boroughs.

However, while the aspiration is well understood, the peer team found that "inclusive growth" itself is not yet consistently or sharply defined within the organisation or with partners. Different teams and services use varying interpretations, ranging from Community Wealth Building principles to targeted employment programmes, to ensuring physical regeneration benefits existing communities. A clearer, borough-wide definition, ideally co-produced with residents and partners would help align effort, sharpen decision-making and make it easier to measure progress.

Camden is already delivering a number of innovative programmes that directly contribute to inclusive growth. Notable examples include:

- The Community Wealth Fund, which is channelling investment into community-owned assets and local enterprises.
- The Leading Inclusive Futures Through Technology (LIFT) partnerships and local employment initiatives including Good Work Camden that have supported thousands of residents into sustained work.
- The STEAM programmes and the partnership with Google at the London AI Campus, which are opening high-value digital and creative career pathways for young people from under-represented groups.
- A strong track record of social value requirements in procurement and planning, including the early adoption of the Real Living Wage for contracted staff.

These initiatives are impressive individually, but the peer team sensed that they currently operate in parallel rather than as a coherent, mutually reinforcing portfolio. Greater coordination – potentially through a single inclusive growth delivery plan or a refreshed economic strategy with inclusive growth at its heart – would increase impact, reduce duplication and make successes more visible to residents and partners.

The council has significant untapped potential to act as a convenor of major anchor institutions and the voluntary and community sector (VCS) to embed inclusive growth principles systematically across the borough. While good relationships exist with individual partners (e.g., University College London, University College London

Hospitals NHS Foundation Trust, the British Library, Camden Town Unlimited, and Voluntary Action Camden), there is no borough-wide anchor collaborative or inclusive growth partnership that meets regularly at a strategic level. Establishing one co-chaired by the Leader and a partner representative could accelerate progress on shared priorities such as local supply chains, progressive procurement, and fair employment charters.

The peer team encourages Camden to strengthen its place-based, bottom-up approaches. Ward-level data and community insight show that experiences of growth and exclusion vary significantly across the borough. Building on the success of initiatives such as the Citizens' Assembly on the night-time economy and the emerging neighbourhood-based models in parts of the south of the borough could help ensure that interventions are genuinely tailored to local need and co-designed with communities.

As a result of the above the Council should consider co-producing with partners and residents a clear, shared definition of what inclusive growth means for Camden, and embed this in a refreshed economic strategy or inclusive growth action plan.

It could also establish a high-level Inclusive Growth Partnership of anchor institutions, Voluntary Faith and Community Sector leaders and business representatives to drive forward Community Wealth Building at scale.

Finally there is the opportunity to better coordinate and communicate existing inclusive growth programmes to maximise impact and visibility, potentially through a single delivery framework and improved internal join-up. Accelerate place-based and participatory approaches, using ward-level data and community insight to tailor interventions and empower local communities to shape inclusive growth in their areas.

What the peer challenge team heard from staff and partners

Across the organisation, staff spoke with pride, warmth and commitment to Camden's values and identity. Many described an emotional connection to the borough and to their work, with one person capturing this sentiment simply as “I

bleed Camden." Staff consistently spoke about the sense of support and positivity they experience day to day, saying colleagues "*make [me] feel like sunshine*" and describing Camden as "*diverse, busy and full of life.*"

A strong theme was the organisation's collective approach to problem-solving. Teams told us "*things get done here*" and reflected that "*we run towards the problem together.*" Several highlighted the impact of Camden's relational practice, describing the "*Camden safety net*" as something that has "*saved lives,*" and calling the council's "*investment in relationships*" its *biggest achievement.*

Staff expressed confidence in the organisation's leadership, noting that the appointment of the new Chief Executive had been a "*smooth transition.*" The Missions were widely viewed as empowering and creative, described as "*a mandate to experiment,*" though some reflected that the council could articulate outcomes more clearly, saying "*we could answer the 'so what?' question better.*" Others described Camden's ambition in broader terms: "*If Camden can't do it, who can?*" and "*Camden is not an island but a rising tide that lifts all boats.*"

Partners also spoke positively about their experiences of working with Camden. Many expressed genuine enthusiasm, "*We love working with Camden*", and praised the clarity of its vision and the ambition of its leadership. Camden's staff were consistently described as approachable and relatable, and partners noted that "*We Make Camden feels like 'ours'... an inclusive invite.*" They valued the reliability of relationships, "*I know who to call... and vice versa*", and the willingness of council officers to help.

Some partners also offered constructive reflections, noting that participatory approaches, while powerful, "*are not always disciplined*" and that at times the council may "*need to take a beat*" before moving forward.

7. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings. The LGA will continue to provide on-going support to the council.

In the spirit of openness and transparency, Camden are asked to publish the CPC report by 13 February 2026 (three months after the CPC). The LGA will also publish this on their website by this date. Develop and publish your Action Plan by 19 June 2026 and schedule an LGA Progress Review which is an opportunity to discuss progress on implementing the council's action plan. Progress Reviews to take place approximately 10 months after the CPC with the Progress Review follow up note to be published within twelve months of the CPC which makes that date 14th November 2026.

The progress review will provide space for a council's senior leadership to report to peers on the progress made against each of the CPC's recommendations, discuss early impact or learning and receive feedback on the implementation of the CPC action plan. The progress review will usually be delivered on-site over one day.

In the meantime, **Mona Sehgal, LGA Principal Adviser, London**, is the main point of contact between the authority and the LGA and her email address is Mona.Sehgal@local.gov.uk.

On behalf of the Corporate Peer Challenge Team November 2025.

Marcus Coulson

Senior Regional Adviser

Local Government Association

Web: Home | Local Government Association

Tel: 07766 252 853

Email: marcus.coulson@local.gov.uk