

LONDON BOROUGH OF CAMDEN	WARDS: ALL
REPORT TITLE The Council's approach to the future use of Artificial Intelligence technology	
REPORT OF Chief Experience and Information Officer	
FOR SUBMISSION TO Resources and Corporate Performance Scrutiny Committee	DATE 24 th February 2026
<p>SUMMARY OF REPORT</p> <p>Resources and Corporate Performance Scrutiny Committee has asked for a report describing Camden's approach to Artificial Intelligence and the future use of technology.</p> <p>Local Government Act 1972 – Access to Information</p> <p>The following documents have been used in the preparation of this report:</p> <p>No documents that require listing have been used in the preparation of this report</p> <p>Contact Officer: Martin Waudby, Chief Data Officer martin.waudby@camden.gov.uk 5 Pancras Square, 1C 4AG</p>	
<p>RECOMMENDATIONS</p> <p>That the Committee is asked to note and comment on the contents of the report.</p>	



Signed:

Date: 02/01/2026

1. Purpose of Report (and Reason for Urgency)

- 1.1. The report has been requested by the Resources and Corporate Performance (RCP) committee to set out the approach of the Council to Artificial Intelligence (AI) and the future use of AI technology in the Council. This report specifically focuses on the ethics of AI technology usage, how it is applied in Camden with appropriate guardrails, and how the council is learning from other organisations.

2. Ethical approaches to data, technology and AI

2.1 Background and opportunity

- 2.1.1 The field of technology and AI is evolving rapidly. Artificial Intelligence technologies are advancing rapidly and garnering significant public interest, and while there are huge opportunities, there are also significant risks. There is certainly an incentive for many organisations investing in AI to seek a return on investment. However, to be used effectively, all technology and AI need good data.
- 2.1.2 Camden's Data Transformation programme focuses on fixing the foundations, building data capability and fostering data excellence. The programme consists of three workstreams: Platforms; Reporting and Insight; and Governance, Skills and Culture
- 2.1.3 These are the foundations of effective use of AI technology and where Camden is focusing attention as per widely accepted best practice.

2.2 Ethical Guardrails

- 2.2.1 Camden's Data Charter¹ was developed in collaboration with residents via a Residents Panel. This participatory approach to the co-creation of data ethics standards has been held up as an example of best practice by the London Office for Technology and Innovation, United Nations and The Alan Turing Institute.
- 2.2.2 Camden's Data Charter is also recognised in the government's blueprint for modern digital government as a best practice example of transparency and accountability.²
- 2.2.3 The Data Charter's 8 principles address themes such as: building trust, transparency, accountability, security, public good, outcomes-based analytics, privacy, accessibility, and promotion of these values to partner agencies.
- 2.2.4 Engagement with residents continues through "Camden Talks Data". The most recent event, in July 2025, was delivered to approximately fifteen people drawing on care from Adult Social Care services.
- 2.2.5 The Chief Data Officer has commissioned the creation of a Data and AI Ethics Framework to compliment the Data Charter, and to provide the policies and tools required to manage and use data and data technologies appropriately.

¹ <https://www.camden.gov.uk/documents/20142/290160259/4270.3+Data+charter+v2.pdf/0977a5c4-8560-c0b7-7de7-6ab4ba3d303d?t=1689082028553>

² <https://www.gov.uk/government/publications/a-blueprint-for-modern-digital-government/a-blueprint-for-modern-digital-government-html>

2.3 Governance and Oversight

- 2.3.1 Camden's Data Board provides strategic oversight of the use of data within Camden, and the adoption of AI. The board also oversees the definition and delivery of the Data Strategy, and serves to address any blockers to delivery against the strategy.
- 2.3.2 Held quarterly, the board is chaired by the Chief Data Officer and is represented by directors and Heads of Strategy from across the council, supported by data professionals.
- 2.3.3 Camden's DPIA processes, used to document the identification and mitigation of data protection risk for projects introducing new processing of personal data, include questions relating to ethical considerations. Once completed and signed off, DPIA documentation is published via our Open Data Portal. An additional control is an AI Risk Assessment (AIRA), which uses AI and dynamic web filtering to block tools that do not meet baseline security standards.
- 2.3.4 Data Maturity Pathways, a programme of work delivered as part of Camden's Data Transformation, is supporting services across the council to embed formal data governance processes that ensure compliance, ethical use and strong organisational accountability.
- 2.3.5 A data catalogue technology (Microsoft Purview) which scans databases and allows for manual recording of meta data, is being implemented to provide a single transparent record of all Camden data assets, covering things such as retention rules, use policies, access control and named accountable owners.

2.4 Skills, Training and Professional Development

- 2.4.1 We have established and embedded a Community of Practice (CoP) across the data professionals in Camden, to complement our efforts to align to the Government Digital and Data capability framework (formerly DDaT). The CoP has enabled greater collaborative working across service boundaries on priorities and embedding more consistent ways of working.
- 2.4.2 The CoP delivered a "Data Festival" in July 2025, with over 25 events showcasing our use of data internally and externally. Events such as "Adult Social Care Talks Data" brought Data Analysts, Social Workers and people drawing on care together to share and discuss how data are used to delivery Adult Social Care services. Other events supported school pupils, to understand the importance of data, or provide career support to residents pursuing data careers and a 'Women in Data' event to promote diversity within the DDaT professions.
- 2.4.3 We have taken advantage of a variety of training offers, such as London Office of Technology and Innovation (LOTI) GDPR Workshops, several of which were attended by Camden data professionals through 2025.
- 2.4.4 We have invested in attracting and recruiting data professionals with a focus on offering interesting meaningful 'data for good' orientated work. This approach has enabled us to attract a high volume of professionals with an MSc or PhD in data-related subjects.
- 2.4.5 We've built the skills and capability of our staff using apprenticeships from level 3 to level 7, as well as other professional development initiatives, to ensure we are at the forefront of thought leadership in AI.

- 2.4.6 Our Data Maturity Pathway work also ensures that staff have the fundamental basic skills to ensure data is managed appropriately across the council. This is achieved through refinement of data management processes within the business area and training of staff holding specific data management responsibilities.
- 2.4.7 Alignment to the Government Digital and Data professional framework, commonly known as DDaT continues.
- 2.4.8 Our Technology Adoption team provides a comprehensive Digital IQ for staff in the Council and Camden Schools, offering digital skills resources, including online and in-person training. Throughout 2025, we have provided online interactive AI fundamentals training for 480 staff, with an additional 500 staff watching the session online.
- 2.4.9 We are piloting a selection of off-the-shelf Generative AI-based tools, including ChatGPT, Microsoft Copilot, and Minute. Running in six-month cycles and focusing on defined use cases, we're monitoring quality, productivity, innovation and well-being to understand the value the tools will bring to the Council.

2.5 Infrastructure Delivery and Operations

- 2.5.1 We've delivered a modern data infrastructure through our Data Research Platform (DRP), and Master Data Management (MDM), to enable evidence-based decision-making across services. These tools support relational practice, policy analysis, and preventative action. They are designed to work across the council, integrating and informing different systems and data sources.
- 2.5.2 The DRP enables us to bring data together into a single governed platform, improving data integrity and time to insight. While the MDM system, which is currently replacing Camden Resident Index, is used to create a "golden record" of entities such as an individual, property, debt, business and so on.
- 2.5.3 Our future plans include investment in place-based analysis technology (Geospatial) and redesign and development of our Open Data Platform. The former provides a capability that allows us to undertake analysis to support current operations and undertake long term planning.
- 2.5.4 The operating paradigm we're implementing (Data Ops) ensures our data used for analysis and insight is consistent, trusted and reliable. We're also enhancing our analysis and insight infrastructure by adopting industry standard tools and approaches into our processes to enable effective use of predictive analytics and AI to inform decision making and achieve outcomes for residents.

3 Finance Comments of the Director of Finance

The Director of Finance has been consulted and has no comments to add.

4 Legal Comments of the Borough Solicitor

The Borough Solicitor has considered the report and has no further comments.

5 Environmental Implications

We are conscious that the training and use of large machine learning models, such as high parameter-count neural networks, can require the use of significant amounts of energy. The council will consider energy efficiency as we mature in our development of AI guidance and guardrails.

REPORT ENDS