

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE:</b> Annual Reward and Terms and Conditions Update	
<b>REPORT OF:</b> Director of People and Inclusion	
<b>FOR SUBMISSION TO:</b> Audit and Corporate Governance Committee	<b>DATE:</b> 27 November 2025
<p><b>SUMMARY OF REPORT</b></p> <p>This report outlines Camden's Reward Strategy, and an update is given of:</p> <ul style="list-style-type: none"> <li>• how the Council is responding to stay competitive in the current challenging labour market and mitigate recruitment and retention risks</li> <li>• politically restricted positions within the Council</li> </ul> <p><b>Local Government Act 1972 – Access to Information</b></p> <p>No documents that require listing have been used to prepare this report.</p> <p><b>Contact Officer:</b>  Zoe Hoskin  Employment &amp; Total Reward Lead  Corporate Services  5 Pancras Square  London N1C 5AG  Telephone: 020 7974 1807  E-mail: <a href="mailto:zoe.hoskin@camden.gov.uk">zoe.hoskin@camden.gov.uk</a></p>	
<p><b>RECOMMENDATIONS</b></p> <p>The Audit and Corporate Governance Committee is asked to note the report's content.</p>	

Signed: 

Date: 17 November 2025


## 1. Purpose of Report

- 1.1. This report provides an overview of Camden's Reward Strategy, and an update is given of:
  - how the Council is responding to staying competitive in the current challenging labour market and mitigating recruitment and retention risks
  - politically restricted positions within the Council
- 1.2. The Audit and Corporate Governance Committee oversees these areas and is asked to note the report's contents.


## 2. Camden's Reward Strategy

- 2.1. Reward can be defined as everything an employee values from their employment. Camden's reward strategy is crucial in attracting, motivating, and developing high-performing employees.
- 2.2. [We Make Camden](#) is the Council's vision for the future of Camden. Published in March 2022, it outlines our ambitions for the future of our borough and identifies ten significant issues we face, which include four Camden Missions and six Camden Challenges.


**The 4 Missions we want to achieve over the coming years 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


**The 6 Challenges we want to achieve over the coming years are:**




**Safety:** Everyone is safe at home and safe in our communities




**Debt:** Everyone can get the support they need to avoid debt and be financially secure




**Digital:** Everyone in Camden can access and be part of a digital society



**Loneliness:** No one in Camden is socially isolated without the means to connect to their community



**Housing:** Camden has enough decent, safe, warm, and family-friendly housing to support our communities



**Climate emergency:** Camden's local economy tackles the climate emergency

- 2.3. 'We Make Camden' emphasises our goals as a Council, while 'The Way We Work' outlines how we plan to achieve those goals. As this approach is unprecedented, 'The Way We Work' is a platform to gather insights and learnings about implementing 'We Make Camden,' ensuring more people understand and contribute to its success.
- 2.4. Camden's Employee Value Proposition (EVP) supports We Make Camden by setting out the key values and behaviours that the Council fosters in its operations. These include:

- being ambitious in everything we do
- standing together with our communities to challenge inequality and call out discrimination
- seeking innovation and celebrating our creativity
- being confident in our diversity
- being brave to make tough decisions
- enabling and sharing our power with everyone around us
- being inspired by our history, but always looking to improve
- embracing our residents and welcoming everyone
- creating a place where everyone has a chance to succeed, and nobody gets left behind

2.5. The Reward Strategy aims to support the delivery of 'We Make Camden' and ensure that our employees work in an environment where they feel valued and can make a meaningful difference.

2.6. Camden's Reward Strategy is designed around key pillars that share common characteristics and reinforce each other. The figure below illustrates these pillars.

<b>Fair Pay</b>	Ensure pay is fair, inclusive and transparent across all roles.
<b>Benefits</b>	Provide benefits that support a high quality of life at every stage of life.
<b>Culture and Environment</b>	Enable employees to thrive through an inclusive culture, collaborative working, and a flexible hybrid environment.
<b>Wellbeing</b>	Promote physical, mental, and financial wellbeing, while engaging staff in climate action, community contribution, social responsibility, and inclusive practice.
<b>Development</b>	Ensure access to development for all, including formal and on-the-job training, opportunities for challenging projects, and clear career progression.

2.7. The overarching principles of the Reward Strategy are to:

- Lead the Local Authorities in terms of pay and maintain competitiveness with the private sector wherever possible
- Encourage behaviours that add value to the citizens of Camden
- Offer benefits that connect employees more closely to the communities they serve
- Foster a positive workplace environment that supports employee well-being and creativity
- Provide flexibility to accommodate individual circumstances, recognising the diversity and uniqueness of the Council's workforce
- Ensure sustainability and support the Council's efforts to minimise its environmental impact

2.8. The Council continues to operate within a challenging and uncertain external environment, shaped by evolving national economic and labour market

conditions. These factors continue to impact the Council's ability to recruit and retain staff across various service areas.

- 2.9. The UK economy shows slow growth, with inflation easing but still above target and interest rates remaining high. London faces particularly strong cost-of-living pressures, driving higher wage expectations and creating recruitment challenges in a competitive jobs market.
- 2.10. According to the latest Office for National Statistics (ONS) data, the number of job vacancies in the UK fell to 718,000 in the three months to July 2025 - the lowest level recorded since April 2021. This marks the 37th consecutive quarterly decline in vacancies, reflecting a sustained softening in labour demand across the economy<sup>1</sup>.
- 2.11. Despite this reduction, vacancy levels remain elevated in key sectors critical to Council operations, and skills shortages persist in professional, technical, and care roles. Private sector employers are often able to offer more attractive pay and benefits.
- 2.12. Regarding broader labour market indicators, the employment rate rose to 75.3%, the unemployment rate increased to 4.7%, and the economic inactivity rate declined to 21.0% from April to June 2025. Notably, the number of economically inactive individuals who expressed a desire to work reached approximately 2 million, underscoring persistent barriers to labour market re-entry.
- 2.13. Camden continues to face challenges in recruiting for specialist and hard-to-fill roles. While flexible working remains a strength, competitive pay and clear career development pathways are essential to attract and retain talent. Without targeted reward strategies, the Council risks higher turnover, rising recruitment costs, and pressure on service delivery.
- 2.14. In response, the Council will continue to benchmark pay, introduce targeted supplements where necessary, and enhance the overall employment offer, including non-monetary benefits. Despite easing inflation, rising costs of food, energy, fuel, and travel in Central London continue to affect staff. The Council remains committed to providing fair pay, meaningful financial support, and a reward package that recognises the value of staff contributions and the real cost of living.
- 2.15. In November 2024, the Council launched a new Employee Experience Survey to understand what it feels like to work in Camden and the impact of our inclusion work. 44% of the organisation responded (a 50% increase from the previous survey).

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/employmentintheuk/august2025>

- 2.16. The survey outcomes showed the Council's Employee Engagement score is 75%, which compares well with external benchmarks such as the Civil Service, which scored only 64% in their 2024 survey<sup>2</sup>. Employment satisfaction was measured through staff responses to four key survey questions.
- I am proud to work for Camden
  - I would recommend Camden as a good place to work
  - To do my very best at work, I am... (inspired, self-motivated)
  - I am committed to helping Camden achieve our We Make Camden missions
- 2.17. Overall, respondents scored highly (approximately 90% average) on questions exploring themes of pride and commitment, inclusion, trust, and flexible working. Lower-scoring areas included the needs of disabled colleagues, mental health and wellbeing, and career progression. Specific survey outcomes are referenced in the relevant sections of this report.
- 2.18. The following sections provide a comprehensive overview of Camden's current reward offer and proposed areas for enhancement.

### Pillar 1: Fair Pay

- 2.19. Camden has a long history of leading the way on fair pay and equality, and became an accredited employer with the Living Wage Foundation in 2012. To build on this and narrow the gap between the Council's lowest- and highest-paid employees, the Council increased the pay of its lowest-paid staff from 1 January 2015 by introducing a minimum earnings guarantee.
- 2.20. The Council's pay strategy is to pay above median and target the upper-quartile for all roles. To support this, the Council moved away from the NJC pay spine to respond to this agenda locally, as have some other London Boroughs.
- 2.21. Remaining an upper-quartile pay employer is essential in retaining the Council's competitiveness in the employment market, although Camden's wider brand and employment offer are strong. This is vital to continuing to recruit and retain high-calibre talent, particularly given our Inner London location.
- 2.22. As part of the Council's response to challenging economic conditions and labour market pressures, it continues to review pay in key areas, particularly where there is a recognised skills shortage, and, where appropriate, implement pay packages to support staff recruitment and retention.
- 2.23. Salaries at Camden's lower grades compare well to the market. In April 2025, the third and final stage of restructuring of the lowest two pay levels was implemented (as agreed by the Committee in June 2023). This completes an investment of c£1million in Camden's lowest-paid staff. All the changes are illustrated in the figure in Appendix 1.

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<sup>2</sup> <https://www.gov.uk/government/publications/civil-service-people-survey-2024-results>

- 2.24. These changes enabled the Council to commit to a new Minimum Earnings Guarantee, and Camden's minimum salary is now £33,244 (£17.71 per hour). This is £2.91 per hour (or 20%) more than the London Living Wage (announced in October 2025) of £14.80 per hour. This also reduced the pay ratio, and the Chief Executive's pay is now 6.9 times that of the lowest paid employee, compared to 7.9 in 2024.
- 2.25. Further proposals have been developed to ensure the pay scheme meets the Council's changing needs while minimising the potential for inequity. These are presented to the Committee in the reports under the next agenda item of this meeting.
- 2.26. Camden has taken a leading and visible position on increasing pay transparency for some time. Since 2015, it has voluntarily reported the Council's gender, ethnicity, and disability pay gap, one of only a few organisations to go beyond the statutory requirements, both then and now.
- 2.27. In 2022, Camden became the first local authority to publish its gender pension gap, and in September 2025, the second gender pension gap report was published. Whilst Camden's gender pay gap is small and slightly favours women, a gender pension gap exists in the pension fund. The gender pension gap is likely caused by both historical gender pay gaps and continuing differences in working patterns between genders. Shining a light on this disparity will help raise the profile of this important issue, and the Council will continue to regularly report on the gender pension gap in the future.
- 2.28. We are pleased to report that we continue to see progress towards closing pay gaps where they exist. The headline ethnicity pay gap within Camden is driven by more White staff being employed in senior roles and more Black, Asian, and Other Ethnicity staff being employed at lower levels and fixing this requires progressive change. Whilst there is still more to do, we are seeing the work we have been doing over several years begin to have a positive impact.
- 2.29. The number and proportion of staff from Black, Asian, and other ethnic backgrounds at senior grades (Level 5 to Level 7) have continued to increase. There are 292 staff members from these backgrounds in these grades, comprising 32.02% of all staff at this level.
- 2.30. Focusing specifically on Chief Officers (Level 7), 36% of this group identifies as Black, Asian, or from another ethnic background. This percentage is nearly representative of Camden's residential population, which stands at 40.48%, and the overall workforce, at 44.93%. In August 2025, Jon Rowney became Camden's first Chief Executive of colour.
- 2.31. Pay gaps do not, however, mean that there is an issue with equal pay. The Council is confident that employees are paid equally, irrespective of gender, race, or disability, for doing equivalent jobs across the organisation and continues to take action to address any pay gaps and ensure fair policies and practices.

## Pillar 2: Benefits

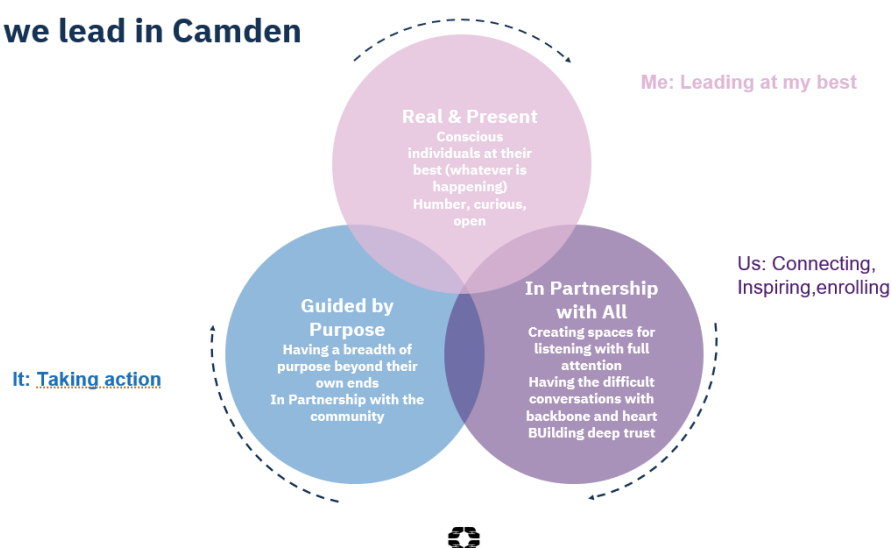
- 2.32. Benefits offer employees non-monetary awards that are not linked to performance and can be used to enhance and support other key activities. Camden's current pay and benefits offer to staff covers a range of support, and details of this are set out in Appendix 1. Staff take-up has continued to increase across all benefits during the past year. The top five benefits are currently: Shared Cost AVCs (389); Gym Membership (184), Credit Union savings/loans (98); Loans for childcare deposit, tenancy deposit, season travel ticket, and immigration fees (77), and Cycle to Work Scheme (49).
- 2.33. In the 2024 employee experience survey, 63% of staff reported being satisfied with our rewards and benefits. Whilst this was one of the lower scores in the survey, it is challenging to achieve a high score on this question, and Camden's result compares well with external benchmarks. In the Civil Service, for example, historical data shows that employee satisfaction is between 30% and 35%.
- 2.34. The Council's reward and recognition frameworks are being reviewed, and proposals for change will be brought to the Committee in November. Alongside this, work is progressing to make existing benefits more visible and accessible, support the development of a culture of recognition, and provide a platform that the Council can use to easily expand the current offer.

## Pillar 3: Culture and Environment

- 2.35. In recent years, there has been a significant shift in how organisations operate, and this has opened a range of opportunities for us to define, design, and accelerate the way we work in Camden. To deliver the ambitions outlined in 'We Make Camden' and 'The Way We Work', the Council has made changes to support staff in thriving in a flexible working environment and connecting with each other, the Borough, and its communities.
- 2.36. Camden is on an organisational journey: transitioning from a bureaucratic, process-focused organisation to a relational, people-focused one. This shift requires a fundamental review of how staff work to support this transformation. The Council must create the context and conditions in which people are supported to do their work with increasing trust, autonomy, and proactivity, and clarify the expectations and role of leaders and managers in embedding and nurturing this throughout the Council.
- 2.37. Being relational as an organisation means putting people at the centre of what the Council does, building trust, having empathy, and fundamentally focusing on relationships. The council starts from a position of trust, treating employees as adults and trusting them to work effectively and achieve results.

- 2.38. The 2024 Employee Experience survey revealed that people feel trusted to do their jobs, with 93% reporting that they feel trusted to work independently and 89% feeling empowered to take initiative and solve problems.
- 2.39. Over the last few years, the People and Inclusion service has collaborated with colleagues across the organisation to understand what is required to ensure our services are relational. This has included a comprehensive review of all People and Inclusion services. Structural changes to the People & Inclusion service were implemented in January 2025 to ensure the service is best positioned to support the organisation in envisaging a different future.
- 2.40. To complement Camden's organisational journey, the Council has developed Camden's Model of Leadership, anchored in deep learning and reflections about how the Council has adapted since the pandemic, how Camden mobilises to deliver its missions and challenges, and how to put relationships at the heart of what the Council does. The model is based on three core components illustrated in the diagram below:
- How we lead at our best - by being real and present, humble, curious, and self-aware
  - How we work in Partnership with all - being able to work relationally and inspire others
  - Taking action and being conscious of what needs to change - working with a breadth or purpose beyond our own ends.

### How we lead in Camden



- 2.41. Over the past year, Camden has expanded the Camden Leadership Programme to include senior management roles across all directorates, beyond Heads of Service and Senior Leaders. The most recent cohort consisted of 118 participants, and a further intake of 200 participants commenced in September. To date, more than 300 colleagues have completed the programme. The number of Camden Leadership Facilitators has increased to 22, strengthening the capacity to deliver and embed the programme.
- 2.42. The focus has been on embedding the Camden Model of Leadership as an enduring shift in leadership practice, rather than a one-off learning event. Key



developments include Coaching Pods between programme days to support real-time application of tools, an expanded one-to-one coaching offer (supported by a published coaching bio resource), and a shared Resource Library of programme materials. In October 2025, Camden will launch a Community of Leadership Practice alongside monthly themed leadership sessions, starting with Psychological Safety, to promote ongoing peer learning, connection, and skill development.

- 2.43. Evaluation and feedback highlight a positive shift in leadership culture. Leaders report being more present, reflective, and intentional, emphasising listening, curiosity, and inclusive decision-making. Many now embed tools such as check-ins and personal purpose into team routines, building stronger connections and trust. Evidence of more open and constructive conversations, a more substantial commitment to psychological safety, and deeper cross-directorate collaboration exists. These changes reflect a growing culture of relational leadership, influencing decision-making, teamwork, and the daily expression of Camden's values.
- 2.44. The relationships within the workforce and Camden's communities anchor everything the Council does. To enable staff to develop a greater connection to their purpose, each other, and residents, work continues based around four key themes:
- Promoting and sustaining a healthy workplace, creating a healthy, inclusive, and compassionate culture
  - Reducing stress levels and looking after our colleagues to maintain good mental health
  - Connecting with our communities and each other by promoting social wellbeing activities
  - Celebrating our colleagues and recognising the hard work and achievements across the organisation.
- 2.45. Feedback from the 2024 employee survey revealed that many employees appreciate the inclusive and welcoming atmosphere, the diversity of the workforce, and the organisation's substantial commitments to equality, diversity, and inclusion (EDI). 87% of colleagues felt they were treated fairly and respected, with staff networks, awareness events, and open communication being viewed as strengths. Eighty per cent believe that Camden is making progress in becoming an anti-racist organisation with strong support for inclusive leadership.
- 2.46. With the increased attention on climate change, racial equality, and broader societal issues in recent years, staff have grown to expect their employers to take a more active role in creating internal and external social value. The Council's continued focus on social justice and social value supports staff recruitment and retention.
- 2.47. In June 2024, Camden was awarded full accreditation as a Borough of Sanctuary, celebrating our long and proud history of welcoming and supporting refugees, building refugee-facing services with our partners, and speaking with one voice on the issues that make a difference for refugee communities.

- 2.48. Camden continues to champion diversity and inclusion internally and externally, and we are committed to leading by example. In 2025, the Council produced a document outlining our inclusion story to openly share the work done to make Camden Council a fairer, safer, and more inclusive place to work for all. The aim is to encourage other organisations, businesses, charities, institutions, and groups across the borough to do the same to learn from each other and create more shared accountability.
- 2.49. To support our aim of being a truly inclusive organisation and to make sure that every member of our workforce feels supported, able and safe to bring their best selves to work, our work in this area includes:

- **Staff networks and inclusion groups:** The Council supports and works with a range of staff groups, including the Camden Black Workers Group, Rainbow Camden, Camden Disability Network, Carers Network, Menopause Network, Neurodiverse group, Muslim Network, Jewish staff group, Women's network, Men of Colour Progression network, and Women of Colour Progression network.
- **Reporting Discrimination:** Camden is a committed anti-racist organisation with a zero-tolerance approach to discrimination in all its forms. The Council encourages people to speak up and be allies to ensure a positive and safe working environment for everyone. In June 2025, the internal "Discrimination Support Hub" (previously the Reporting Discrimination Hub) was reopened. This is a safe space run by hub members (colleagues from across the organisation) who can provide balanced, supportive, discreet and non-judgemental advice to help colleagues understand the options available.
- **Race Inclusion:** Camden continues to empower staff and people managers to grasp and pledge to foster anti-racist leadership practices through the Anti-Racism module in the mandatory learning portfolio, in corporate induction for new staff and managers, and in the 'Guide to be a people manager in Camden'. Anti-racism resources are accessible through Camden's Learning and Development Hub, and 'safe spaces' are run across the organisation where Black, Asian and Other ethnicity staff can share experiences and support each other.

Throughout the year, the Council raises awareness through staff events, communication, and activities around race equality, working closely with our staff groups. 2024 also saw us celebrate Camden's fifth Black History Season since extending Black History Month in 2020. The programme dedicates three months, from October to December, to celebrating Black people's incredible achievements and contributions across Camden and the UK.

- **LGBTQIA+ Inclusion:** Camden strives for LGBTQIA+ equality and works closely with Camden's Rainbow Network to celebrate identities and raise awareness through staff events (including marching at Pride), internal communication, and activities related to LGBTQIA+ inclusion.

- **Disability:** The Disability Charter sets out Camden's commitment to supporting disabled staff, including the provision of Disability Leave and the promotion of the Wellbeing Passport. Awareness of visible and non-visible disabilities is raised throughout the year, aligning with Camden's Inclusion Calendar. Preparations are underway to make this year's Disability History Month (from 16 November) the largest celebration to date. Disability inclusion is embedded in the corporate induction and mandatory learning for all staff, with enhanced induction training for new managers providing detailed guidance on supporting disabled colleagues.

Findings from the 2024 Employee Experience Survey highlight areas for improvement: disabled staff were, on average, 8% less positive than non-disabled staff across key themes, including inclusion, fairness, respect, discrimination, progression, wellbeing, and flexibility. The Council is working with the Staff Disability Network to develop targeted actions to improve inclusion and staff experience. A review of workplace adjustments and Wellbeing Passport awareness at service level has also been completed to identify where further support is needed.

- **Violence against Women and girls:** In March 2022, Camden became the first London Borough to sign the Employers Domestic Abuse Covenant (EDAC)<sup>3</sup>, committing to support women affected by domestic abuse in accessing and sustaining employment. The Council reviewed its Domestic Violence Policy and implemented measures to strengthen organisational awareness and response. Two borough-wide awareness campaigns were delivered. The "*In Camden We Call It Out*" campaign (launched in July 2024) focused on challenging sexual harassment and assault, with a borough-wide call to action on safe intervention. The "*Know You're Not Alone*" campaign (launched in November 2024), aligned with White Ribbon Day, highlighted the support available to residents experiencing or at risk of domestic abuse and promoted recognition of abuse indicators among staff, partners, residents, and families. Additionally, all Council employees now receive mandatory training on recognising signs of abuse and responding to disclosures. These actions are designed to strengthen early intervention, increase pathways to support, and reduce the stigma and isolation that can prevent survivors from seeking help.
- **Care Conscious Council:** In January 2024, Camden took a bold step by recognising care experience as a protected characteristic - one of the first councils to do so - sending a clear message that we value and champion colleagues from all backgrounds. Adding a care experience question to the 2024 Employee Experience Survey gave us vital insight, with 51 colleagues sharing their experience. This understanding is helping shape our actions, including the launch of the second intake of our care-experienced internship scheme in Spring 2025. Today, eight interns are contributing their skills and gaining valuable experience across the Council.

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<sup>3</sup> <https://edacuk.org/about/>

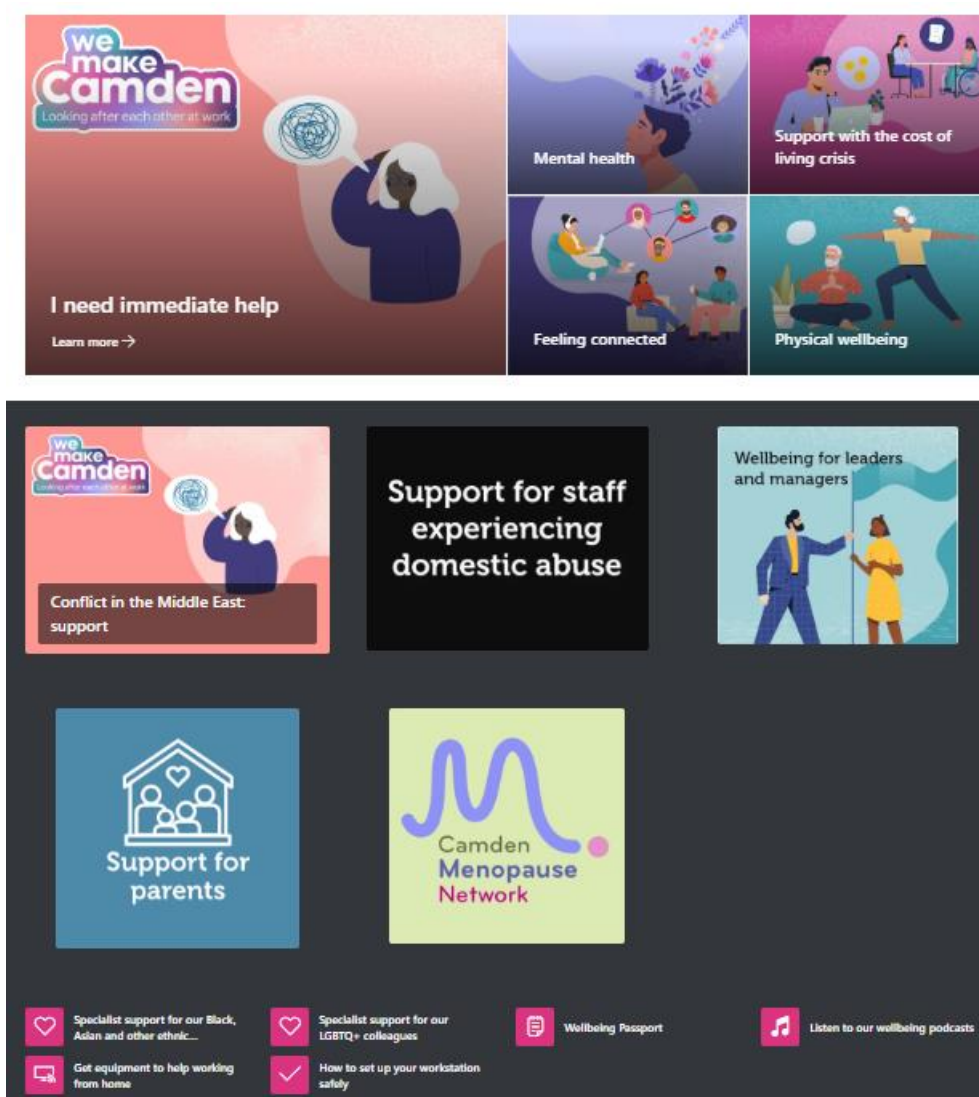
The Council is also co-creating a Care-Conscious Commitment to be launched internally in Spring 2026 and working across the organisation to deepen understanding and embed a more human approach to supporting care-experienced employees. This work is central to our ambition to be a care-conscious council, and to build a workforce that reflects the diversity of our borough - enabling us to serve our residents better.

- 2.50. Camden has long been committed to being a flexible organisation. The 2024 Employee Experience Survey highlights significant progress in this area, with 87% of staff agreeing they can work flexibly, essential for work-life balance, caring responsibilities, and well-being, and 89% feeling supported with reasonable adjustments when needed. There was also appreciation for autonomy and trust in how and where staff work.
- 2.51. The Council's flexible working commitment enables open conversations between staff and managers to identify the correct type of support and explore tailored working arrangements. Effective flexibility requires balancing the role's responsibilities, the needs of residents, and service delivery. A dedicated managers' toolkit supports these discussions and helps embed flexible practice.
- 2.52. Camden recognises that flexibility can be more challenging in specific frontline roles. In partnership with Timewise, the Council has worked with Repairs and Adult Social Care services to identify barriers and understand the needs of frontline staff. This work has led to:
  - A pilot in the Repairs service testing alternative working hours that balance resident needs, service requirements, and individual preferences.
  - A new, co-created flexible working framework in Adult Social Care, ensuring clarity, consistency, and fairness.
- 2.53. To improve awareness, the Council is developing targeted communications, including videos and case studies, showcasing flexible working in frontline roles.
- 2.54. Given the size and diversity of Camden's workforce, flexibility will vary between individuals, teams, and services. However, flexible working remains a key factor in retaining and attracting talent. It benefits employees directly and widens access to employment for groups who may face barriers in the labour market, including women and carers.
- 2.55. In 2022, Camden began its journey to becoming a certified Bloody Good Employer, achieving accreditation in December 2023. The Bloody Good Employers initiative, led by Bloody Good Period, supports organisations in creating lasting change to normalise menstruation in the workplace and ensure inclusive support for all who menstruate.

- 2.56. At the end of 2022, Camden conducted a staff survey to understand attitudes, experiences, and needs relating to menstruation in the organisation. In response to the feedback, the Council has built on the work of previous years and:
- Introduced free access to menstrual and bladder leak products and USB fans in all main buildings.
  - Commenced a review of policies and practices to ensure menstrual health is appropriately referenced, alongside a new Menopause Commitment.
  - Hosted workshops, led by Bloody Good Employers, to challenge myths and stigma, improve understanding of menstruation, and promote inclusive leadership.
  - Launched e-learning for all staff, with in-person sessions for colleagues without regular laptop access.
  - Delivered manager training on menopause in the workplace, expectations for line managers, and how best to support team members.
- 2.57. In 2025, Camden is seeking reaccreditation by inviting staff to complete a follow-up survey to assess the impact of these measures, which is expected to be completed by December 2025.
- 2.58. The work described above, which supports employees' thriving at work through our inclusive culture, relational working approach, and hybrid work environment, is extensive but vital to ensuring a positive employee experience and aiding staff recruitment and retention.

#### Pillar 4: Wellbeing

- 2.59. Camden's vision is that by 2025, everyone in the borough - including Council colleagues - will be able to live a healthy, independent life. Health and well-being are embedded at the heart of the Council's work, with a strong focus on early intervention to reduce the risk of long-term illness. Camden aims to make work a place where every colleague feels valued, safe, and respected.
- 2.60. Following a procurement exercise in November 2024, the People Asset Management (PAM) Group was appointed to deliver Occupational Health services, including pre-employment checks, medical advice to support staff in work or returning to work, and ill-health retirement assessments. Wellbeing Solutions was appointed as the new Employee Assistance Programme (EAP) provider, offering enhanced support for staff and their families at a lower fixed cost. This includes access to a 24/7 helpline, live chat, mental health-trained call handlers, an initial hour of support, and up to five further counselling sessions if required. These new contracts strengthen staff wellbeing provision while delivering better value for money for the Council.
- 2.61. The Council's wider wellbeing offer supports emotional, mental, physical, and financial well-being, fostering connections both within the organisation and across the borough. A dedicated wellbeing microsite enables staff to easily access the available support.



## 2.62. Key Wellbeing Initiatives include:

- **Wellbeing Podcasts:** This ongoing in-house podcast series features staff stories, practical advice, information on available resources, and various wellbeing topics.
- **Specialist Support:** In addition to the Employee Assistance Programme, Camden offers trauma-informed counselling and one-to-one coaching. Since 2022, 154 colleagues have accessed this support, with over 327 hours of coaching, therapy, and listening spaces delivered. Engagement has shifted from one-off sessions to structured blocks of four to six sessions, with improved attendance and stronger therapeutic relationships.
- **Trauma Support for Frontline Services:** For teams exposed to direct or vicarious trauma, small group counselling and listening spaces provide opportunities for shared reflection and mutual support.
- **Peer-led Wellbeing Activities:** Colleagues with wellbeing qualifications, such as yoga teachers and sound therapists, deliver sessions for staff. This peer-led element has been well-received and is set to expand in 2025.
- **Community and Connection:** Initiatives such as the workplace choir, launched in 2024, have strengthened social connections and staff

engagement. The choir has already performed at the Council's Christmas event.

- Targeted Support for Staff Communities: In 2024, the Parents Network was launched, providing a forum for colleagues with parenting or caring responsibilities to connect, share experiences, and access peer support. Early sessions have fostered open dialogue and a sense of community among working parents.

- 2.63. The 2024 Employee Experience Survey highlighted that 64% of staff feel comfortable discussing mental health at work. Building on this foundation, the Council is working to further reduce stigma and increase awareness by hosting regular themed events, including World Suicide Prevention Day, London's Great Mental Health Day, Time to Talk Day, and Mental Health Awareness Week (12–18 May 2025). These initiatives strengthen our wellbeing strategy and demonstrate the Council's commitment to fostering an open and supportive workplace culture.
- 2.64. Camden actively seeks staff input to shape and strengthen its wellbeing offer. This ensures that support remains relevant, inclusive, and responsive to the diverse needs of its workforce, creating an environment where colleagues can thrive professionally and personally.

#### Pillar 5: Development

- 2.65. We are passionate about continually improving. As an organisation, we need to learn and adapt continuously, learn from both successes and failures, and respond quickly when things go wrong.
- 2.66. Camden's approach in recent years has been to expand the avenues for learning beyond formal classroom training. This has enabled the Council to make learning available at the point of need, enabling the development of in-role skills and knowledge, with an increasing focus on facilitating learning transfer. The offer now encompasses online resources in the Learning & Development Hub and the Just-in-Time toolkit, and approximately half of the facilitated learning sessions are delivered virtually.
- 2.67. In January 2025, as part of restructuring the People & Inclusion service, the Council transitioned to a 'federated' model of learning and development, with learning specialists more closely aligned with the teams and services they support.
- 2.68. Camden is broadening its approach to progression - moving beyond traditional definitions to reflect growth at individual, managerial, and organisational levels. Progression is recognised as a shared responsibility: equipping staff with the right tools and supporting managers to unlock potential. The 2024 Employee Experience Survey showed that addressing inequality remains a priority, particularly for disabled staff (45%), Black, Asian and other ethnic groups (34%), and staff from lower socio-economic backgrounds, who are more likely to view progression as unfair. Work is underway to map priority areas and

target actions accordingly. Encouragingly, perceptions of career growth opportunities have already improved by +7%.

- 2.69. Through insights gained from significant staff engagement around equality and inclusion, Camden has made key commitments regarding development and progression opportunities. Over recent years, a notable amount of change has been delivered to create a fairer, more inclusive recruitment process and improve candidates' experiences.
- 2.70. The Council operates anonymised recruitment for all roles and has not used an all-white shortlist approach for senior roles (Level 5 Zone 1 and above) since 2022. In 2024, the Council partnered with the Muslim Employment Charter (MEC) and renewed its membership of the Business Disability Forum (BDF) in 2025<sup>4</sup>.
- 2.71. The Council's Inclusive Recruitment Working Group continues to steer and advise on work to embed inclusive recruitment processes, including the Inclusive Recruitment Volunteer Programme.
- 2.72. Camden's mentoring programme is central to the Council's commitment to staff progression and collaboration. Following a successful 2024 pilot with 170 participants, the programme reopened in May 2025 and now has 286 registered members.
- 2.73. Key improvements for 2025 are summarised below. The programme continues to track engagement, encourage goal setting, and gather feedback to measure impact and guide future improvements.
- Flexible access: Staff can join anytime, pause their profile, or re-engage.
  - Better matching: A streamlined registration process now encourages participants to choose up to three focus areas.
  - Greater capacity: Mentors can support up to three mentees.
  - Networking opportunities: Quarterly in-person events have been introduced, following positive feedback from the first in June 2025.
- 2.74. The Council is strengthening professional career pathways to support staff development and progression, with a focus on areas facing skills shortages. Initiatives include Camden's Digital, Data, and Technology (DDaT) Profession Framework and the July Data Festival, held in conjunction with London Data Week. The festival showcased the achievements of Camden's data community through a series of events, including a Women in Data panel highlighting diverse career journeys in the field.
- 2.75. Camden currently has 162 apprentices on programme (excluding schools) - 63 recruits and 99 existing staff. This year has seen a surge in uptake, with 38 new staff training apprenticeships starting in Q1 alone, compared to just 23 starts in the whole of last year. Apprenticeships span all levels, with a reasonably even

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<sup>4</sup> <https://businessdisabilityforum.org.uk/>



distribution from Level 3 to Level 7 - reflecting Camden's commitment to developing talent at every stage of the career journey.

2.76. 73% of staff training apprenticeships are delivered through one of Camden's six coordinated programmes - two launched this year, with more in development. These programmes are building specialist skills and professional pathways across the Council:

- Finance - The Level 7 Accountancy/Taxation Professional apprenticeship develops qualified CIPFA accountants. Twelve graduates have already qualified, 11 are currently in training, and five are expected to complete their training this year.
- Adult Social Care & Children's Services - Degree apprenticeships in Social Work and Occupational Therapy are creating home-grown professionals. Three staff members have already qualified as social workers; a further 15 staff members are in training, and the first occupational therapist graduates are expected this year.
- Economy, Regeneration & Investment - The Chartered Town Planner programme has produced two graduates, and seven more are currently in training.
- Emerging Leaders - Delivered through the Pan-London Emerging Leaders Apprenticeship Programme, this initiative prepares Camden's future leaders. 2 graduates have completed training, with seven currently on programme.
- Project Management - Our new Camden-wide programme launched in 2025, providing PRINCE2 accreditation. Nine learners are on track to graduate in 2026.
- Adult Care Worker Development – 22 staff are training at Levels 3–5, developing skills to deliver and lead high-quality frontline care.

2.77. The Council continues to work with services across the organisation to promote the benefits of apprenticeships and create opportunities wherever they align with organisational needs. This also ensures that we take a sustainable approach to apprenticeship creation, leading to progression and retention within the organisation wherever possible.

2.78. The Council completed an evaluation of staff training apprenticeships in October 2024, which shows strong retention and career progression. Since 2017, 74 staff have completed apprenticeships, 62% remain at Camden, and 70% have progressed into new roles - most directly linked to their apprenticeship training. This demonstrates the clear impact of our programmes on building skills, developing careers, and strengthening services for residents.

### **3. Politically Restricted Positions**

3.1. The Local Government and Housing Act 1989 (LGHA) introduced the principle of politically restricted posts (PoRPs) and restricting local authority employees' political activities.

- 3.2. Subsequent legislative changes amended the responsibilities of local authorities, and the decision-making on whether an employee should be on the sensitive post list specified by the Council itself now rests solely with the Head of Paid Service, who in Camden is the Chief Executive. In making that decision, the Chief Executive must consult the Monitoring Officer, the Borough Solicitor in Camden.
- 3.3. Including a position on the list of politically restricted posts disqualifies the post-holder from standing for or holding elected office as:
- a local councillor
  - an MP
  - a Member of the Welsh Assembly
  - the Mayor of London or a Constituency / London-wide Assembly Member
- 3.4. It also means they are unable to take up any other active political role either in or outside the workplace, such as:
- acting as an election agent or sub-agent for any candidate for election
  - holding office in a political party
  - canvassing at elections
  - speaking or writing publicly (other than in an official capacity) to affect public support for a political party.
- 3.5. No active participation within the political party is allowed, but the post-holder is:
- permitted to hold membership of political parties
  - permitted to display a poster or other document at home, in their car, or in other personal possessions
- 3.6. Inclusion on the list of politically restricted posts has no other effect if there is no intention to take up the prohibited activities. This is incorporated in Camden's terms and conditions of employment.
- 3.7. The LGHA separates politically restricted posts into two categories.
- a) **'Specified' posts** - which the Act states are politically restricted. People in these posts are debarred from politically active roles with no provision to review the restriction. This includes:
- the Head of the Paid Service (HoPS) (Section 4 LGHA)
  - statutory chief officers (including the director of children's services and the director of adult social services)
  - non-statutory chief officers (officers reporting to the HoPS excluding secretarial/support staff)
  - deputy chief officers (officers reporting to a statutory or non-statutory chief officer - excluding secretarial/support staff)
  - the Monitoring Officer (Section 5 LGHA)
- b) **'Sensitive' posts**, which each local authority decides are politically restricted. This means that the post meets one or both of the following duties-related criteria that are outlined in section 2(3) of the LGHA, namely:
- any Officer who advises regularly to:

- Full Council
- Any Council committees or sub-committees
- Any joint committee on which the Council is represented
- to Cabinet
- Any committees or sub-committees of Cabinet
- Any Member of Cabinet.

Or

- any Officer who speaks on behalf of the Council regularly to journalists and broadcasters.

3.8. People in roles categorised as 'Sensitive' wishing to take up a politically active role may request a review of the restriction. Formal applications for removal must be submitted in writing to the Borough Solicitor. They will include the job profile and the applicant's case, stating that they cannot influence council policy and/or that the criteria were incorrectly applied. In consultation with the Borough Solicitor, the Chief Executive will review the circumstances for the post's inclusion and decide on the restriction.

3.9. The political restriction category of each post within Camden is recorded and maintained within the Council's Finance and Payroll system. Appendix 3 contains the current list of all posts in Camden recorded as politically restricted.

3.10. Currently, 456 staff members are in posts classified as politically restricted. The following table shows how these posts are distributed across the Council.

	<b>Specified</b>	<b>Sensitive</b>	<b>Total</b>
Corporate Services	8	144	<b>152</b>
Adults & Health	4	65	<b>69</b>
Children & Learning	4	57	<b>61</b>
Homes and Communities	2	66	<b>68</b>
Investment, Place and Opportunity	5	101	<b>106</b>
<b>Total</b>	<b>23</b>	<b>433</b>	<b>456</b>

## 4. Conclusion

4.1. This report seeks to provide a comprehensive overview of Camden's Reward Strategy. The Committee is asked to note its contents.

## 5. Comments of the Director of Finance

5.1. This report gives an overview of the Council's reward package, changes made over the past 12 months and the implementation of Camden terms and conditions across the Council.

- 5.2. All employee costs are met from service budgets; the financial impact of the various elements of the reward strategy depends on the number and grade of officers at any time.

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

- 6.1. The Borough Solicitor has been consulted and has no further comments.

## **7. Environmental Implications**

- 7.1. The contents of this report have no environmental impacts.

## **8. Appendices**

- Appendix 1 – Summary of Pay Scheme Changes
- Appendix 2 – Summary of Camden Staff Benefits and External Accreditations
- Appendix 3 – List of Politically Restricted Posts

**REPORT ENDS**

## Summary of Pay Scheme Changes

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### Futureproofing Level 1 and Level 2

Pay Points	2022	2023	2024	2025
1				
2	Level 1 Zone 1	-	-	-
3				
4				
5				
6	Level 1 Zone 3	Level 1 Zone 2	-	-
7				
8				
9				
10	Level 1 Zone 3	Level 1 Zone 3	Level 1 Zone 2	-
11				
12				
13				
14	Level 2 Zone 1	Level 2 Zone 1	Level 2 Zone 1	Level 1 Zone 2
15				
16				
17				
18	Level 2 Zone 2	Level 2 Zone 2	Level 2 Zone 2	Level 1 Zone 3
19				
20				

## **Summary of Camden staff benefits and external accreditations**

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### **Quality of life/work-life balance**

- Agile working: Flexible work from any location (where role allows)
- Working Abroad Scheme: this enables staff to work from abroad for a period of up to 6 weeks (subject to risk assessment conditions being met) to facilitate staff reconnecting with family living abroad
- Annual leave: 27 days, increasing to 31 days after 5 years of service, with the option to purchase up to an additional 3 days
- Leave Banking Scheme: this enables staff to bank up to 10 annual leave days over a 5-year period, which can be used to take an extended holiday.
- Family leave and occupational pay available from day 1 of employment for:
  - Appointments related to pregnancy/adoption - all at full pay for Birth Parent/Main Adopter and two at full pay for Other Parent/Adopter
  - Staff taking Paternity leave - 4 weeks at full pay
  - Staff taking Maternity, Adoption, or Shared Parental leave - 6 months at full pay
  - Staff experiencing Pregnancy Loss - 10 days at full pay
  - Parents of premature babies - additional leave and pay between the actual birth date and the due date
  - Parents of full-term but hospitalised babies - up to 4 weeks of additional leave at full pay
  - Staff who are Foster Carers, prospective Foster Carers and 'Special Guardians' - up to 5 days of additional leave at full pay
  - Staff who are Parents or Carers – up to 5 days of paid Dependency leave
  - Bereavement Leave – up to 10 days of paid leave
- Public Duties – up to 10 days' paid leave per year in total to undertake public duties
- Jury Service – paid time off for the duration (there is no statutory entitlement to continue being paid whilst on Jury Service)
- Volunteering – one day of paid leave to volunteer with an organisation based in Camden
- Other paid and unpaid leave types, such as sabbatical/employment break, and special leave to cover other exceptional circumstances, are also available.

### **Physical and Mental Health and Wellbeing**

- Disability Leave - up to 10 additional days of leave at full pay for our staff who have declared a disability, or care for someone with a disability, to attend planned appointments related to their disability

- 10 days of additional leave at full pay for victims of domestic violence and abuse - to allow employees time to make practical arrangements, take a break from work commitments and facilitate leaving an abusive partner or family member.
- 1:2:1 counselling, support, and guidance on a wide range of areas through our Employee Assistance Programme
- Free eye tests and seasonal flu jabs
- Advice and support for healthier living, including stop smoking support, Workshops on nutrition and healthy eating, Back care awareness, breathwork, yoga and mindfulness sessions, and exercise groups
- On-site massage clinic, Osteopathy - 25% discount, Discounted Hypnotherapy
- Life stage workshops, e.g. perimenopause, menopause, pre-retirement planning, etc.
- Wellbeing, mindfulness & resilience training, and workshops
- Mental health awareness training
- Give as You Earn – payroll giving scheme

### **Financial Advice and Guidance**

- One-to-one financial advice and guidance through our external independent financial advisers. Staff can access one free financial advice session with a financial expert.
- Regular face-to-face workshops for staff on 'planning your financial future into retirement and beyond'.
- An ongoing programme of financial well-being webinars gives practical advice on various topics, including making the most of your money, managing debt, coping with the rising cost of living, etc.
- Financial well-being support and guidance are accessed through our partner, My Money Matters. This includes a series of webinars designed to help you take charge of your finances and tools and resources to help with budgeting and building healthy financial habits.
- Support through our Employee Assistance Programme with articles, checklists, and resource sections available via their website and access to counselling if required.

### **Support to reduce costs**

- Cycle to Work and City Bike salary sacrifice schemes save staff 32-42% on hiring and purchasing a bike and accessories, or the cost of City Bike hire membership, with payments spread equally across 12 months. Savings come as this scheme attracts both tax and National Insurance relief.

- Staff noticeboard- where staff find and advertise local discounts and other offers. It also offers a forum for staff wanting to buy or sell goods, give items away, or find somewhere to live.
- Byond card –a prepaid shopping card that gives employees up to 15% cashback every time they shop at over seventy popular retailers, in-store and online.
- Extras discounts offer staff savings of up to 10% on gift cards, eGifts, and gift card top-ups for over one hundred brands and sixty different retailers. These can be used to save money on everything from the weekly food shop and eating out to travel and entertainment.
- Lifestyle Discounts – many discounts are accessible to staff through Kaarp and CSSC, from savings on everyday shopping to entertainment and family days out. We also promote discounts/offers to Camden staff from companies such as Microsoft, EE, Dell, Warren Beds, etc. EE Perk (20% discount)
- Health Plan-an option to join at discounted local government rates that provides access to face-to-face check-ups or appointments, video GP services, 24/7 access to a counsellor, and cash back on medical expenses, e.g., dental, chiropractic, physiotherapy, hospital admission, etc.
- Childcare vouchers – a salary sacrifice scheme closed to new applicants since government changes in 2018, but for those still eligible, vouchers may be obtained and used to pay for childcare for children up to the age of 15, or 16 for children with disabilities. The savings come as the scheme attracts tax relief and National Insurance relief.

### **Saving for the future**

- Pension Scheme- The Local Government Pensions Scheme (LGPS) provides valuable benefits and protections for staff and their families. When times are financially tough, staff can pay lower contributions and build up their pension more slowly. This is called the 50/50 section of the LGPS; staff retain full life and ill-health cover if they join the 50/50 section.
- Shared Cost AVC scheme – cost-effective saving to increase the value of the pension as this scheme attracts both tax relief and National Insurance relief because the cost is 'shared' through a salary sacrifice agreement. Guidance and advice on LGPS and saving for the future is accessible from the Knowledge Centre and helpline. A regular webinar programme is also available.
- London Capital Credit Union (and Camden Mutual Credit Union)-These not-for-profit organisations offer savings accounts, and we have arrangements in place for payroll deductions. Saving with a credit union can increase the chances of an approved loan application and give access to lower interest rates.



## Loans

- Tenancy deposit loan –an interest-free loan of up to £3,000 repayable over up to 10 months to support staff with paying tenancy deposit costs.
- Childcare deposit loan – an interest-free loan of up to £2,000 repayable over up to 10 months to support staff with the upfront payment of registration deposit/fees and first month of childcare fees.
- Season travel ticket loan- an interest-free loan that enables staff to benefit from reduced travel costs by purchasing an annual season ticket but spreading the cost over 10 months.
- Immigration loan – an interest-free loan of up to £5,000 repayable over up to 36 months that staff can use towards payment, for them and their dependents, of British Citizenship or Indefinite Leave to Remain application fees or the payment of the Healthcare surcharge to the UK Visas & Immigration Service.
- Corporate Gym membership – an interest-free loan enabling staff to benefit from a reduced price by paying the annual membership fee upfront but spreading the cost over 10 months.
- London Capital Credit Union (and Camden Mutual Credit Union)-These not-for-profit organisations offer loans, and we have arrangements in place for payroll deductions. Staff who otherwise find it difficult to access credit can potentially access loans with a lower interest rate than standard high street/other lenders.

## External Accreditations

- We have been an accredited employer with [The Living Wage Foundation](#) since 2012.
- We have been an accredited [Timewise Employer](#) for over six years, demonstrating our commitment to flexible working to help balance work and other life demands. We have been recognised as a role model employer.
- We were an early adopter of the [Mayor's Good Work Standard](#) and were rated excellent when we received accreditation. This reflects our commitment to providing the best possible working conditions for our colleagues and fostering a healthy, fair, and inclusive workplace.
- The support we provide to the parents of premature babies and full-term but hospitalised babies is accredited by the ['Employer with a Heart Chartermark'](#)
- In 2020, we were accredited as a 'Fostering Friendly Employer' by the [Fostering Network](#) for the additional support provided for staff who are prospective or approved foster carers.
- In 2023 we became a certified [Bloody Good Employer](#).

## **List of Politically Restricted Posts**

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### **Specified Posts**

#### **Corporate Services Directorate**

- Chief Executive
- Executive Director Corporate Services Interim
- Executive Director Corporate Services Interim
- Director of Strategy, Design and Insight
- Chief Experience and Information Officer
- Director of Finance (interim S151 Officer)
- Borough Solicitor

#### **Adults & Health Directorate**

- Executive Director, Adults and Health
- Director of ASC Operations and Deputy DASS
- Director of ASC Strategy and Commissioning and Deputy DASS
- Director of Health and Wellbeing

#### **Children and Learning Directorate**

- Executive Director, Children and Learning
- Director of Children's Prevention, Family Help and Safeguarding
- Director of Education Commissioning and Inclusion
- Director of Relational Practice

#### **Homes and Communities Directorate**

- Executive Director, Homes and Communities
- Director of Housing
- Director of Property Management

#### **Investment, Place and Opportunity Directorate**

- Executive Director, Investment, Place and Opportunity
- Director of Development
- Director of Environment and Sustainability
- Director of Recreation

## **Sensitive Posts**

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### **Corporate Services Directorate**

#### Corporate Strategy and Policy Design

- Cabinet Officer
- Cabinet Officer
- Cabinet Portfolio Lead
- Insight Learning and Impact Lead
- Head of Insights, Learning and Impact
- Head of Strategic Delivery and Operations
- Head of Service Design and Policy Design
- Lead Policy Designer
- Corporate Strategy Portfolio Lead

#### Digital and Data Services

- Chief Data Officer
- Head of Engineering
- Head of Customer and Registration Services
- Head of Digital Product
- Head of DDS Operations
- Head of Technology
- Operations and Relationships Manager
- Lead Agile Delivery Manager
- Software Development Manager
- Applications Support Managers
- Applications Rationalisation Manager
- Performance & Improvement Manager
- Registration Service Manager / Proper Officer
- Senior Delivery Manager
- Senior Operations Manager
- Principal Technical Architect
- Tech Lead
- Full Stack Developer
- Solutions Architect
- Lead Low Code Developer
- Lead Data Architect
- Principal Data Analyst
- Lead Content Designer
- Lead Product Manager
- Experience Lead
- Senior Data Architect
- Senior Product Managers
- NEC Consultant
- Lead UX Designer
- Delivery Leads

- Operations and Delivery Lead
- Consultant
- Lead Delivery Manager
- Lead Commercial & Contract Manager
- Business Operations and Commercial Lead
- Infrastructure Manager
- Senior IT Service Manager (Schools)
- Information Security Manager
- Cloud Architect
- Technology Adoption Manager
- IT Service Delivery Manager

#### Equalities and Community Strength

- Head of Community Partnerships
- Head of Debt and Financial Resilience
- Head of Equalities and Social Purpose
- Strategic Lead Refugee Communities
- Community Partnerships - Strategic Leads
- Local Welfare Assistance Manager
- Debt Prevention Programme Manager

#### Finance

- Chief Accountant
- Head of Strategic Finance and Business Partnering (interim Deputy S151 Officer)
- Head of Council Tax, Business Rates & Benefits
- Head of Finance Capital
- Head of Income Management & Transactional Services
- Head of Internal Audit, Investigations and Risk Management
- Heads of Finance
- Head of Treasury & Financial Services
- Head of HR and Financial Systems
- Benefits Service Manager
- Financial Reporting Manager
- Business Rates and Accuracy Service Manager
- Council Tax and Enforcement Service Manager
- Audit Manager
- Risk Manager
- Capital Strategy Advisor
- Senior Business Partners
- Strategic Finance Leads
- Team Leader Schools and DSG
- Treasury and Pension Fund Manager
- Finance Consultant

#### Law and Governance

- Head of Business Support

- Head of Legal Services and Deputy Borough Solicitor
- Principal Lawyers
- Senior Lawyers
- Electoral Services Manager
- Democratic Services Manager
- Deputy Democratic Services Manager
- Principal Democratic Services Officers
- Senior Democratic Services Officer
- Mayors Project Officer

#### Participation, Partnerships and Communications

- Head of the Chief Executive Office
- Head of Strategic Communications
- Head of Media and External Relations
- Head of Member Support
- Head of Participation and Partnerships
- Creative Services Manager
- Senior Communications Managers
- Senior Media & External Relations Officers
- Programme Lead
- Media Manager
- Participation Leads

#### People and Inclusion

- People Relationship Leads
- People Operations Lead
- Relational Practice and Wellbeing Lead
- Inclusion and Culture Change Lead
- Employee Experience Lead
- Employment and Total Reward Lead
- Health and Safety Manager
- Resourcing Manager
- People and Payroll Operations Manager
- People Relations Lead

### **Adults and Health Directorate**

#### Adult Social Care Operations

- Head of ASC Insight, Quality and Financial Services
- Head of ASC Neighbourhoods
- Head of Integrated Neighbourhood Teams
- Head of Integrated Learning Disabilities and Mental Health
- Principal Social Worker
- ASC Systems Manager
- Personal Financial Services Manager
- Service Managers

#### Adult Social Care Strategy and Commissioning

- Head of Adults Commissioning
- Head of Adult Social Care Innovation
- Head of Learning Disability, Autism and Mental Health Commissioning
- Head of Provider Services
- Service Manager - Prevention and Wellbeing
- Adult Day Service Manager
- Strategic Commissioners

### **Children and Learning Directorate**

#### Childrens Family Help and Safeguarding

- Head of Early Years and Family Hubs
- Head of CYPDS
- Head of Integrated Youth Services
- Head of Children in Need
- Head of Family Support and Complex Families
- Interim Head of Service, Fostering Permanence and Resourcing
- London Accommodation and Resettlement Partnership Strategic Manager
- Operations Manager
- Service Lead (Systemic Workforce)
- Service Managers
- Locality Leaders
- Early Years Quality Support and Training Manager
- Senior Development Manager
- Project Manager
- Family Systemic Psychotherapists

#### Education Commissioning and Inclusion

- Principal Educational Psychologist
- Head of Virtual School, Participation & Progression
- Deputy Head of Virtual School
- Head of SEND and Inclusion
- Head of Education Commissioning and School Organisation
- Head of Adult Community Learning
- Education Consultants
- SEND Finance Manager

#### Relational Practice

- Head of Children and Learning Transformation
- London Resettlement Partnership Strategic Manager
- Principal Social Worker
- Head of Violence Against Women and Girls
- Service Manager - FGC and Participation
- Business Systems Manager
- Quality Assurance & LADO Service Managers
- CP & CLA Independent Reviewing Service Manager

- Service Manager, Camden Safeguarding Children's Partnership

## **Homes and Communities Directorate**

### Housing Policy Performance and Assurance

- Head of Housing Policy, Performance and Assurance
- Housing Change and Transformation Manager

### Housing Services

- Head of Housing Solutions
- Head of Neighbourhoods (Housing Services)
- Head of Allocations, Lettings and Private Housing Services
- Head of Leaseholder Services and Housing Income
- Private Sector Housing Service Manager
- Temporary Accommodation Service Manager
- Single Homelessness Strategic Commissioner
- Neighbourhood Operations Manager
- Income Operations Manager
- Home Ownership Manager
- Floating Support Service Manager
- Neighbourhood Operational Managers

### Property Management

- Project Director Chalcots
- Head of Repairs and Operations
- Head of Engineering and Quality Assurance
- Head of Capital Works
- Head of Housing & Property Engagement & Customer Service
- Head of Property Asset Management
- Head of Resident & Building Safety
- Quality Inspector
- Technical Lead (Repairs, Maintenance, Compliance & Capital Works)
- Contracts, Performance and Commercial Lead (School FM)
- Programme Managers
- M&E Operations Manager
- Contract Resourcing Team Leader
- Property Data, Programmes & Systems Team Leader
- Programme Manager (Chalcots)
- Complex Repairs Operations Lead
- Responsive Repairs Operations Lead
- Senior Building Surveyors
- FM Commercial Service Manager
- Contract Building Surveyor
- Voids Operations Manager
- Strategic Asset Manager
- Contract Building Surveyors
- Quantity Surveyors

- Fire Safety Advisor Manager
- Health and Safety Manager
- Customer Service Manager - HRCC
- Building Surveyor
- Major Repairs Operations Manager
- Surveyor
- Building Services Manager
- Disrepair Surveyors
- Housing Supply Delivery Manager
- Senior Building Surveyor
- Senior Building Safety Managers
- Programme Delivery Lead - Damp, Mould and Legal Disrepairs

## **Investment, Place and Opportunity Directorate**

### Development

- Head of Facilities Management
- Chief Planning Officer
- Head of Property
- Head of CIP Programme Office
- Head of CIP Development
- Head of CIP Technical Design
- Head of Camden Living Development
- Regeneration Team Leaders
- Head of Sales (New Homes)
- Technical FM Lead
- Property Programme Manager
- Commercial Property Portfolio Lead
- Property Asset Strategy, Valuations and Transactions Manager
- Strategic Lead Place and Design
- Strategic Lead Regeneration
- Senior Development Managers
- Consultant - Development and Regeneration
- Strategic Development Leads
- Corporate Accommodation Programme Manager
- Senior Asset Strategy and Valuation Surveyors
- Urban Design Manager
- Strategic Re-Housing Lead
- Soft Services Lead
- Corporate Property Lead
- Senior GP Surveyor
- Building Surveyor (Capital and Compliance Work)

### Economy, Regeneration and Investment

- Head of Procurement and Social Value
- Chief Investment Officer – Community Wealth Fund



- Head of Inclusive Economy
- Head of Euston Regeneration
- Head of Development Management
- Head of Culture
- Commercial and Business Partnerships Lead
- Head of Investments - Community Wealth Fund
- Senior Category Managers
- Strategic Lead - Planning Policy and Implementation
- Team Manager
- Category Managers
- Euston Manager
- HS2 Programme Manager
- Planning Applications Team Managers
- Appeals and Enforcement Manager
- Strategic Programme Lead, Community Wealth Fund
- Investment Manager

#### Environment and Sustainability

- Chief Engineer
- Head of Environment Services
- Head of Camden Accessible Travel Solutions
- Head of Parking Operations
- Head of Climate, Air Quality and Energy
- Head of Transport Strategy and Projects
- Streets Design Team Manager
- Environmental Services Manager
- Streetworks Authorisations and Compliance Manager
- Highways Manager
- Process and Investigations Manager
- Operations Manager
- Air Quality Programme Manager
- Market Development Manager
- Safe and Healthy Streets Team Manager
- Transport and Travel Planning Team Manager

#### Public Safety

- Head of Community Safety & Enforcement
- Head of Corporate Resilience
- Environmental Health Manager
- Coronial Services and Business Development Manager
- Public Protection and Licensing Manager
- Resilience & Public Security Manager
- Community Safety Managers (ASB)
- Community Safety Programme Manager

#### Recreation Services

- Head of Leisure

- Head of Libraries
- Strategy and Partnership Manager

Supporting Communities Strategy Team

- Head of Strategy Supporting Communities
- Systems Project Lead
- Lead Data Analyst
- Portfolio Lead

**LIST ENDS**