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| <b>LONDON BOROUGH OF CAMDEN</b>  | <b>WARDS:</b><br>All Wards |
| <b>REPORT TITLE</b><br>Insight, Learning and Impact Report – Investment, Place and Opportunity Directorate<br>- Quarter 4/End of Year 2025-26  |                            |
| <b>REPORT OF</b><br>Executive Director, Investment, Place and Opportunity  |                            |
| <b>FOR SUBMISSION TO</b><br>Culture and Environment Scrutiny Committee   | <b>DATE</b><br>2 July 2026 |
| <b>SUMMARY OF REPORT</b><br><br>This report focusses on the performance over the year 2025-26 for each division across the Investment, Place and Opportunity Directorate. In this report, Council Directors have been asked to provide a narrative covering key areas of challenge, opportunity, and learning.<br><br>This report is divided into three main sections: <ul style="list-style-type: none"> <li>• A summary table which highlights key responses from individual services for the year 2025/26 across each of the Investment, Place and Opportunity Directorate.</li> <li>• A more detailed narrative of those service responses</li> <li>• Appendix A contains the data dashboard.</li> </ul> <b>Local Government Act 1972 – Access to Information</b><br>No documents that require listing have been used in the preparation of this report.<br><br><b>Contact Officer:</b><br>James Coumbe – Insight, Learning and Impact Lead<br>London Borough of Camden<br>5 Pancras Square, London N1C 4AG<br>Email: <a href="mailto:james.coumbe@camden.gov.uk">james.coumbe@camden.gov.uk</a><br>Tel: 020 7974 5965 |                            |
| <b>RECOMMENDATION:</b><br>The Scrutiny Committee is asked to note the report, including the most recent data and trends and the emerging challenges identified.  |                            |

**SIGNED**



Dave Burns, Executive Director, Investment, Place and Opportunity

## **1. Purpose of Report**

- 1.1 The Insight, Learning and Impact (ILI) Q4/End of Year report covers the period between April 2025 – March 2026.
- 1.2 The ILI report is submitted to all scrutiny committees twice a year (mid-year at Q2 and end of year at Q4). The report will go to all the scrutiny committees but they will no longer receive the full report, instead just the extract from the report relating to the committee's remit.
- 1.3 The ILI report includes both service narratives and the data dashboard. The service narratives (in the body of this report) provide an overview of the key issues identified by officers for each service. The data dashboard (Appendix A) gives Scrutiny Committees the opportunity to view service performance data collected across the year and compared to previous years.
- 1.4 To produce the service narrative, all Camden Council Directors were asked to provide a narrative covering key areas of challenge, opportunity, and learning, looking back over 2025/26 on the following points:
  - What were the biggest challenges to your service delivery i.e. what challenges are going to require the organisation's attention and focus
  - What are the biggest opportunities i.e. where could you most benefit from support to deliver improvement?
  - What have your services learned and what do you need to learn in the future e.g. from data or evaluation, regional or national research.
- 1.5 The main report begins with a tabled short summary of service responses to the three key questions above. That is followed by a more detailed narrative of those individual service responses.
- 1.6 The Corporate Performance Data Dashboard is at Appendix A which provides the latest performance data and previous years for the key measures from the services, and which accompanies this report.

## 2. Summary of Responses

### 2.1 Investment, Place and Opportunity summary

|                                       | Challenges  | Opportunities  | Learning  |
|---------------------------------------|---|--|---|
| <b>Development</b>                    | <ul style="list-style-type: none"> <li>Challenging external environment for construction inflation, financing costs and new building safety regulation</li> <li>Increased costs in construction and the pressures on the Housing Revenue Account (HRA)</li> </ul>   | <ul style="list-style-type: none"> <li>Major Community Investment Programme (CIP) schemes achieved planning consent via Committee with approval for new homes at West Kentish Town and at Camley Street</li> <li>Diversifying delivery models.</li> <li>Council could position itself as the delivery arm for offsite affordable contributions</li> <li>Temporary Accommodation Purchasing Programme (TAPP) used for temporary accommodation for refugees</li> </ul> | <ul style="list-style-type: none"> <li>Construction market updates via Arcadis and Beacon</li> <li>Ongoing sales market advice and commentary via Jones Lang LaSalle</li> <li>Buyer demand has underpinned early registered interest ahead of the upcoming sales launch in June at Abbey Road which is encouraging</li> </ul> |
| <b>Planning and Area Regeneration</b> | <ul style="list-style-type: none"> <li>Self-contained housing delivery remains challenging due to market conditions</li> <li>Mayor and the Ministry of Housing, Communities and Local Government (MHCLG) have announced a package of emergency measures to stimulate housing delivery across London</li> <li>Some recent disappointments in take up in the pharma/biotech sector</li> </ul> | <ul style="list-style-type: none"> <li>Number of significant planning applications were presented to planning committee with high levels of affordable housing in 2025/26</li> <li>The Camden Local Plan submitted to the Planning Inspectorate</li> <li>In partnership with Policy Design team working to improve the pre-application service offer for minor developments</li> <li>MHCLG funded digital projects making good progress this year</li> </ul>         | <ul style="list-style-type: none"> <li>With housing delivery challenging nationally, the Council is using powers to help bring forward new homes</li> </ul>   |

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| <p><b>HS2 and Euston</b></p>                 | <ul style="list-style-type: none"> <li>• Exploring potential for a Locally Led Development Corporation (LLDC)</li> <li>• Significant coordination between partners is still required to arrive at an integrated transport solution across the area</li> </ul>   | <ul style="list-style-type: none"> <li>• Working with CIP the potential to invest in and provide new housing across the Euston area</li> <li>• Funding from the Euston Housing Delivery Group (EHDG) this year has been secured</li> <li>• Euston Area Plan (EAP) has been updated and published for a final stage of public consultation</li> </ul>   | <ul style="list-style-type: none"> <li>• The Council's ongoing sustained efforts at national, London, and local levels to develop strong working relationships to strengthen the Council's position</li> <li>• Euston Good Life Index has been created</li> </ul>   |
| <p><b>Inclusive Economy</b></p>              | <ul style="list-style-type: none"> <li>• Coordinating two new work and health programmes with health and employment support partners is complex</li> <li>• High demand for the Good Work Camden service, reflected in the volume of new referrals each week</li> </ul>  | <ul style="list-style-type: none"> <li>• Council published its Inclusive Growth Statement at Cabinet in February 2026</li> <li>• The London Growth Plan highlights the importance of the Knowledge Quarter (KQ) to the future of life sciences and AI</li> <li>• Camden Science, Technology, Engineering, the Arts and Maths (STEAM) Board has launched a refresh of its strategy for 2026/27 and the confirmed increased funding</li> <li>• Council is working with the Euston Partnership to create a 10-year Education, Employment and Skills Plan for Euston</li> <li>• Young Talent Guarantee – 100 employment opportunities in 100 days</li> </ul> | <ul style="list-style-type: none"> <li>• Learning and Work Institute have been appointed to be the evaluation and learning partner for the Youth Guarantee Trailblazer</li> </ul>   |
| <p><b>Environment and Sustainability</b></p> | <ul style="list-style-type: none"> <li>• Increase in graffiti and fly-posting</li> <li>• The size and ambition of the Camden Transport Strategy (CATS) delivery plan</li> <li>• Increase transport demand for Special Educational Needs (SEN) children and budget pressure</li> <li>• Recruitment and retention – Parking Services, CATS, Building Control &amp; Transport Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>• Developing new delivery models with Public Health teams and partners on Air Quality and Active Travel.</li> <li>• Next iteration of Camden's Climate Action Plan (2026-30)</li> <li>• Working with Camden's Talent and Apprenticeship team to create opportunities within services</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing engagement with Government relating to their implementation of the Waste and Resources Strategy</li> <li>• Emissions Trading Scheme to Energy from Waste facilities (North London Waste Authority (NLWA) facility) from 2028</li> <li>• Healthy Streets scorecard analysis shows Camden performing well</li> </ul> |

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|                      | <ul style="list-style-type: none"> <li>• Staff well-being – an increase in staff with concerns over mental and physical health</li> </ul>   | <ul style="list-style-type: none"> <li>• Co-ordination of area-based service delivery</li> </ul>   | <ul style="list-style-type: none"> <li>• Killed and Seriously Injured (KSI) casualties on roads in Camden have reduced by 36% - the third largest reduction by Borough in inner London.</li> </ul>   |
| <b>Public Safety</b> | <ul style="list-style-type: none"> <li>• Tension remains high due to external factors impacting Camden such as the ongoing conflict in the Middle-East</li> <li>• Transfer of the Coroner Officers from the Met Police to the Council has been delayed as a result of the regional discussions</li> <li>• Number of rough sleeping encampments</li> </ul> | <ul style="list-style-type: none"> <li>• Council additional funding for new Town Centre Community Safety teams, provides a significant increase in resources</li> <li>• Changes around food regulation and potential for European standard alignment will have some opportunity on services offered by the Council.</li> </ul> | <ul style="list-style-type: none"> <li>• Trading Standards Team received significant recognition and were National and London best Trading Standards team and received Best Officer awards</li> <li>• Council has agreed a revised Late Night Levy Policy which provides increased transparency and wider funding from late night food venues to fund safety services by the Police and Council.</li> <li>• London Resilience's Exercise Sentinel – London wide cyber security local authority emergency exercise</li> </ul> |
| <b>Recreation</b>    | <ul style="list-style-type: none"> <li>• Library staff continue to be subject to a relatively high level of unacceptable behaviour.</li> <li>• heating failure at Kentish Town Library in January resulted in the unplanned closure of the service</li> <li>• Water ingress at Kings Cross Fitness changing rooms and associated damage</li> </ul>        | <ul style="list-style-type: none"> <li>• Planned re-development of Kilburn Library through the Library Improvement Fund.</li> <li>• Launch of the Green Infrastructure Strategy will provide a key direction in the ongoing development of improving the green infrastructure across the borough</li> </ul>                    | <ul style="list-style-type: none"> <li>• Council has again been successful in attaining the Tree Cities of World accreditation</li> <li>• The Library service continues to get regional and national recognition, recently being shortlisted for Library of the Year for London</li> </ul>   |

### **3. INVESTMENT, PLACE AND OPPORTUNITY**

#### **3.1 Development**

##### *3.1.1 Challenges*

Camden's Community Investment Programme (CIP) has continued to progress schemes in the face of a challenging external environment for construction inflation, financing costs and new building safety regulations. Construction at Agar Grove and the Chester/Camden Road Hostel schemes continues to programme. Construction at Godwin & Crowndale and Abbey Road is nearing completion. Increased costs in construction and the pressures on the Housing Revenue Account (HRA) are well known and being managed through diversifying the delivery model within CIP and maximising alternative sources of funding.

The private sector model for delivering affordable housing is under severe pressure; a combination of build costs, increased regulatory requirements via the Building Safety Regulator (BSR) and decline in off plan overseas sales. This has meant the developer model, delivered through the planning system is struggling to deliver schemes with 35% affordable housing. Some of the worst inflationary pressures seem to be easing with positive recent reductions in application assessment time by the BSR. However, the CIP model both with the Council delivering directly and in partnership continues to deliver good outcomes – for example the recent permission at Camley Street.

The current delivery programme remains significant with c2,000 homes completed, approximately 277 new homes currently in construction and approval in place to deliver 1,000 more.

##### *3.1.2 Opportunities*

Major Community Investment Programme (CIP) schemes achieved planning consent via Committee with approval received for 800 new homes at West Kentish Town and for a further 401 new homes and 20,000sqm of knowledge quarter space at Camley Street. These are significant delivery milestones and demonstrate the Council's commitment to transformational regeneration across the borough. Further planning applications have been submitted for two infill development projects in the Council's New Homes for Small Sites programme which will deliver fully affordable new homes.

To increase the overall scale of the CIP programme the Council has diversified delivery models. Work has continued with Mount Anvil as development partner for the Bacton Phase 2 scheme and with the Ballymore/Lateral JV working across the Camley Street sites. These partners are working with the Council to bring forward a significant number of new homes and employment space. The Council will continue to explore delivery methods outside of the HRA, with new partnerships.

Camden has continued to progress buy-backs and rehousing work on the Regents Park Estate and Cabinet Approval was granted in November 2025 to progress with full redevelopment of the Cartmel, Coniston, Langdale and Stanhope parade blocks.

Opportunities to deliver more homes in partnership exist across the borough, including at Central Somers Town, Tybalds and Euston, where the Council could position itself as the delivery arm for offsite affordable contributions. The Council has now received the first tranche payment for the Tybalds off-site S.106 “payment in lieu” from British Land’s Euston Tower scheme which will support the delivery of 44 new fully affordable homes. Planning consent has also been achieved for the amended consent with procurement for a build contractor now commencing. At Central Somers Town Phase 3 we have secured s106 affordable housing grant to fund the construction of a further 54 social rent homes (with exact numbers subject to planning).

The Temporary Accommodation Purchase Programme (TAPP) has been a success with a further 194 properties acquired through the TAPP programme which will be used for temporary accommodation and housing Ukrainian and Afghan refugee families.

### 3.1.3 *Learning*

We continually receive construction market updates via Arcadis and Beacon which provides useful context with which to assess our own performance over the last 12 months. Part of this includes extensive benchmarking against comparator house building organisations and informs a framework of industry standard metrics which support our decision-making processes.

Jones sales resilience continues across the CIP private homes sales programme; all private homes at Maitland Park were ongoing sales advice and intelligence. Despite global uncertainties and high sold 8 months ahead of target and the sales receipts Lang LaSalle (JLL), the council’s retained selling agents, provide the Council with mortgage rates, exceeded the business plan target. 75% of homes have been sold and fully occupied at Agar Grove (Phase 1c), however there are some units are currently unsold. We have offered new market incentives which is generating interest; we are closely monitoring this and what is offered at competing schemes, to enable sales to proceed.

Encouragingly, while market challenges remain, underlying buyer demand has underpinned early registered interest ahead of the upcoming sales launch in June at Abbey Road (Phase 3), this demonstrates continued appetite for quality new-build homes in Camden.

## **3.2 Planning and Area Regeneration**

### **3.2.1 *Challenges***

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

In response to the slow delivery of homes in the capital, the Mayor of London and the Ministry of Housing, Communities and Local Government (MHCLG) have introduced a package of emergency measures to stimulate housing delivery across London, including a new 20% fast track threshold for affordable housing and temporary Community Infrastructure Levy relief. Alongside this there is a relaxation of Greater London Authority (GLA) guidance on residential standards which are felt to be constraining density.

The Knowledge Quarter continues to grow as a cluster for health, life sciences, AI and Quantum technology – through both the planning system and the inclusive economy service. There have been some recent disappointments in the sector. Pharmaceutical company Eli Lilly's decision not to take space in Tribeca was followed in September by Merck abandoning its plans to occupy the new 10-storey building under construction at Belgrove House in King's Cross. However there continues to be investment in this sector as evidenced for example by Isomorphic Labs and Lifearc in Kings Cross and Gilead in Euston, and there has been significant growth in the Artificial Intelligence sector with investment confirmed from Anthropic at 1 Triton Square, Databricks at Network Building and Google's new HQ due to open in summer 2026.

### **3.2.2 *Opportunities***

Despite the housing delivery challenges, a number of significant planning applications were presented to planning committee in 2025/26 with high levels of affordable housing. These included Juniper Crescent, two Community Investment Programme schemes at Camley Street and West Kentish Town, small sites at Raglan Street and Highgate Road Estate, and the Regal schemes at Jamestown Road and 100 Avenue

Road. Good progress has been made at the pre-application stage on the St Pancras Hospital, Royal College Depot and BT Tower sites which are due to be submitted in first half of 2026/27.

In Q3 of 25/26 the Camden Local Plan was submitted to the Planning Inspectorate and the examination began in Q1 26/27. This is a bold and ambitious plan for the next 15 years to deliver inclusive growth.

In partnership with Policy Design team, we reviewed the way we work within Development Management to improve the pre-application service offer for minor developments - the first part went live in Q1. This has been positive using Plan X as a portal for submissions has made it easier for customers, it has brought more consistency and allows for faster processing. The aspiration is to undertake a review of the pre-application service for major developments in 26/27, the objective being to ensure that we are providing a holistic service to customers, from the start of the development process through to delivery and fully covering our costs.

We made good progress on our MHCLG funded digital projects. The service is piloting BOPS (Back Office Planning System) to process householder and lawful development certificate applications. We are also looking at how the system can be developed to provide an enhanced BOPS pre-app and Planning Performance Agreement (PPA) service. Another platform, Plan X, is also being used for minor pre-apps and enforcement complaints. Work on the digital planning register is also continuing. At a national level there is interest in the use of technology and innovation to speed up the planning system, and Camden was selected to help develop and test the Google Deepmind and Faculty augmented planning decisions software for householder planning applications.

Work has progressed on the Camden Town and Bloomsbury Visions, with the former due to be consulted on in summer 2026 and the latter due to be adopted in August 2026.

### 3.2.3 *Learning*

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

### 3.3 Euston and HS2

#### 3.3.1 *Challenges*

Since the Cabinet paper on the potential for a Locally Led Urban Development Corporation (LLUDC) was taken to November 2025 meeting, the Euston team have been developing more detailed work on the potential size, powers, governance and overall approach to establishing a LLUDC at Euston. MHCLG are in the process of releasing funding for 2026/27 to 2028/29 to support the set up of the Development Corporation.

The Government aims to lay secondary legislation in September/October, enabling consultation by December/January and a potential launch in mid-2027, although delays could affect this timeline. If legislation does not proceed, an alternative Mayoral Development Corporation (MDC) with a strong Camden leadership role could still be pursued, while work continues with Euston Delivery Company to position a future LLUDC as a key driver of development around the station.

There remains interest in the progress of the development corporation from Department for Transport (DfT), GLA and MHCLG, with particular interest in maximising development at Euston. DfT and MHCLG ministers have expressed interest in a wider boundary, and officers are exploring how bringing in additional areas into a development corporation could increase housing delivery and innovation potential.

Government decision making around HS2 and Euston is starting to become clearer with the establishment of the Euston Delivery Company and associated governance structures but there remains a level of uncertainty as the new arrangements bed in. The team continue to use all available levers through the Euston Delivery Company boards and panels and political lobbying to influence decision making.

The recent HS2 programme reset announcement confirmed that:

- The expected cost of delivering HS2 is now in the range of £87.7 – 102.7 billion (£70.9 – 82.2 billion in 2019 prices– compared with the previous cost range of £35 – 45 billion)
- The first services are expected to run from Old Oak Common in west London to Birmingham Curzon Street between May 2036 and October 2039.
- It estimated that the full scheme, including to Euston will not be open until between May 2040 and December 2043.

Following completion of the Spatial Plan for the stations — the Euston Partnership project intended to coordinate the design of station, bus, taxi, and wider

transport infrastructure — significant coordination between partners is still required to arrive at an integrated transport solution across the area. There also remains an ongoing concern regarding open space provision, reinforced through the PPA discussions that have commenced on the wider Lendlease masterplan, which does not currently provide the quality, type, or quantity of open space necessary to compensate for losses arising from HS2 works. Camden continues to raise concerns in this regard.

### 3.3.2 *Opportunities*

The work of the Housing Delivery Group, which is seeking to deliver additional homes across the area and advance proposals for a Development Corporation for Euston, is progressing at pace. This includes the production of an Euston Opportunity Brochure, due to be published in July 2026, which will seek to shift the narrative of Euston towards the creation of a lifetime neighbourhood, setting out the scale of opportunity for significant housing growth across the Euston area and demonstrating how the long-term success of Euston will depend on a holistic approach that brings together housing delivery, investment in the wider knowledge ecosystem, transport infrastructure, and community and social infrastructure.

Working with CIP the potential to invest in and provide new housing across the Euston area is significant and we are supporting MHCLG in progressing a Business Case to secure funding to support the programme of work. Funding from the Euston Housing Delivery Group (EHDG) this year has been secured to support the council to progress the redevelopment of Cartmel, Coniston and Langdale towards attaining planning. And further funding has been secured to support the council to prepare a Strategic Delivery Framework and wider feasibility studies to define the potential for additional housing – especially affordable and social rented homes - on key opportunity sites across the Euston area.

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

The Euston Area Plan (EAP) review has been updated and is due to be submitted to the planning Inspectorate in June 2026 following a final stage of public consultation. The plan seeks to strike a balance between the uncertainties around the design and delivery of the stations and viability challenges with flexibility in the implementation of

the plan. Updating the plan will give the Council a robust framework to determine any future planning applications against.

### 3.3.3 *Learning*

The Council's ongoing sustained efforts at national, London, and local government levels to develop and maintain strong working relationships have helped to strengthen the Council's position, enabling a more open and constructive dialogue in which the needs and priorities of the local community can be more effectively articulated and taken into account. This is evidenced by the Housing Pact, the Social and Community Infrastructure Study, and the Public Realm and Open Space Design and Implementation Guidance, all of which have been supported through MHCLG funding via the EHDG work programme.

Aware of the constraints imposed by Housing Revenue Account (HRA) borrowing restrictions, the Council has been working with MHCLG to raise awareness of these challenges and has begun discussions, as part of developing the business case, on more creative approaches to help address these limitations. This is important, as direct delivery by the Council enables a higher proportion of genuinely affordable and social rent homes to be secured within schemes than would typically be achieved through market-led delivery, making it a key mechanism for increasing affordable housing supply on Council-owned land.

The team continues to socialise the Housing Pact was created to deliver a participatory model for conversations around delivering new homes in Euston, to date it has been well received, with residents' keen to be involved as the work progresses. A citizens assembly style approach was used to create a Housing Compact with the community to set out expectations for housing delivery in Euston clearly at the outset. It provides an ambitious framework of ambitious yet achievable commitments for how we will work with residents when delivering new housing in Euston

The Euston Good Life Index has been created, providing an in-depth baseline of residents lived experience and will provide an opportunity to measure change over time, with the household survey planned to be repeated every three years.

## 3.4 **Inclusive Economy**

### 3.4.1 *Challenges*

There is a high demand for the Good Work Camden service, reflected in the volume of new referrals each week. The waiting time for a one to one appointment is generally around 3 weeks or more, which is longer than the service would like. The service is

working on bringing this wait time down, and on the provision of resources, online support and one-to-many workshops during the wait.

With the commencement of the two new work and health programmes in Camden – WorkWell and Connect to Work – the Council has established a Work and Health Place-Based team to bring partners together and officers are working closely with NHS colleagues to think about practical ways to better integrate the work and health systems. To support this work the Council has recruited a GP Work and Health Lead who is supporting the development of processes for improving referral pathways from GP surgeries to appropriate employment support provision.

### 3.4.2 *Opportunities*

**Inclusive growth.** The Council published its Inclusive Growth Statement at Cabinet in February 2026 and is now working on the development of a strategy. This is in the context of the London Growth Plan which in particular highlights the importance of the KQ to the future of life sciences and AI and of Euston to the future growth of these sectors. London has also published an Inclusive Talent Strategy and the Greater London Authority are working on the establishment of a number of Sector Talent Hubs which will bring together employers, training providers and other stakeholders to oversee the alignment of adult skills funding and employment initiatives to inclusive pathways to work.

Camden is delivering initiatives which reflect the sector focus of the Inclusive Talent Strategy. Camden is part of a three-borough partnership (with Islington and Hackney) which aims to deliver more inclusive pathways into jobs in the creative, tech and scientific sectors ([the LIFT programme](#)), we have dedicated resources to support residents into the NHS and social care jobs and we have a construction skills and brokerage offer. We are also working on a new offer around hospitality with our partners at Kings Cross Recruit. All of these workstreams represent an opportunity to support the piloting of the Talent Board priorities as they emerge.

**Euston.** The Council is working with the Euston Partnership to create a Long-term Education, Employment and Skills Plan for Euston to ensure an appropriately skilled and qualified local workforce pipeline to deliver the development of Euston and the immediately surrounding area. The plan will cover the whole spectrum from school to work and look beyond the opportunities from the construction phases of the station and railway to the housing and KQ-style development in the near vicinity.

The Euston Skills Centre (ESC) will support the delivery of this ambition to align major infrastructure projects with local employment. In 2025/26 ESC saw record enrolments at the centre and launched the Euston Skills Yard – a new training facility delivering skills bootcamps alongside HS2 and other partners.

**Science, Technology, Engineering, the Arts and Maths (STEAM)** – The Camden STEAM Board has launched a refresh of its strategy for 2026/27 and the Council has confirmed significantly increased funding for the three-year period 2026-2029 to enable the scaling of the programme to achieve its ambitions. These include brokering employer engagement in schools to reach every Camden school pupil, every year, to expand the work experience programme and to increase the number of young people from Camden’s Youth Mission Cohorts accessing work experience. This funding also confirms the delivery of an annual Primary Careers Event, successfully piloted in 2025, and the Camden Schools Arts Biennale.

**Young Talent Guarantee: 100 in 100 Campaign** – Between November 2025 and February 2026, Camden’s 100 in 100 campaign achieved its aim to create one hundred accessible employment opportunities in just one hundred days. The campaign brought together employers across the borough to co-design high quality, ringfenced roles for residents facing the greatest barriers to good work. This includes care leavers, refugees and those with disabilities who are often shut out of work because the recruitment process does not meet their needs. Through apprenticeships, internships, work experience placements, or paid roles, residents will get the opportunity to develop skills, gain valuable insight into key industries, and build long-term careers. Organisations who have pledged include The Francis Crick Institute, University College London (UCL), Mace Dragados, HS2, Skanska Costain, Vision Hall, Unilabs, Kimpton Fitzroy, Derwent London Plc, Shaftesbury Theatre, The British Museum and KX Recruit. Employers have a year to implement their pledges and the Inclusive Economy team are supporting them and our young people to broker the fill the opportunities.

### 3.4.3 *Learning*

Youth Guarantee Trailblazer - The Learning and Work Institute were appointed to be the evaluation and learning partner for the first year of the Central London Youth Guarantee Trailblazer which focused on care experienced young people. The purpose of the trailblazer is to bring services together and try new approaches. The report is still being finalised.

## 3.5 **Environment and Sustainability**

### 3.5.1 *Challenges*

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

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

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

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

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

### 3.5.2 *Opportunities*

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

Developing progression opportunities within services to support staff to new roles through service teams when roles become available. In addition to working with Camden's Talent and Apprenticeship team to create opportunities within services to support succession plans and create a more diverse workforce at various levels of the

Division – focus on Building Control, Parking Services and Camden Accessible Transport Services.

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

The ongoing delivery of Simpler Recycling reforms, alongside the ‘Extended Producer Responsibility’ regime and preparations for 2027’s Deposit Return Scheme are helping to shift create a more sustainably funded materials management system and shift in how waste material is managed. Overtime the changes will impact product and packaging design and so reducing waste / recycling levels and creating a more circular use of materials.

### 3.5.3 *Learning*

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

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

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

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

A report by Zurich for Camden this year highlighted the growing risk the borough faces of property damage and insurance risk due to extreme weather. Work continues in this area through climate adaptation interventions across our built environment and public realm.

## **3.6 Public Safety**

### **3.6.1 *Challenges***

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

The transfer of the Coroner Officers from the Met Police to the Council has been delayed as a result of the regional discussions progressing to an agreement, so our accelerated plan has been aligned to the London wide plan. The transfer agreement is expected to be shared in mid-May with a new target service transfer date of October 2026.

The number of individuals sleeping rough remains significantly high in the borough and there are a number of encampments that have posed issues to provide a humanitarian response to individuals whilst mitigating any negative impact on wider communities.

### **3.6.2 *Opportunities***

The Council's resilience team are hosting two UCL interns during the summer 2026.

Council additional funding for new Town Centre Community Safety teams, provides a significant increase in resources and ability to dedicate officer time in these dynamic spaces without negatively impacting more residential areas. Recruitment and team planning underway.

Changes around food regulation and potential for European standard alignment will have some opportunity on services offered by the Council.

### **3.6.3 *Learning***

Trading Standards Team received significant recognition and were National and London best Trading Standards team and received Best Officer awards also.

The Council has agreed a revised Late Night Levy Policy which provides increased transparency and wider funding from late night food venues to fund safety services by the Police and Council.

London Resilience's Exercise Sentinel – London wide cyber security local authority emergency exercise took place with service level workshop and Gold/Silver review calls providing an important point of reflection for the controls and awareness across services.

### **3.7 Recreation**

#### **3.7.1 *Challenges***

Library staff continue to be subject to a relatively high level of unacceptable behaviour. Bans and other controls are in place to manage this with regular review of incidents and trends underway.

The heating failure at Kentish Town Library in January resulted in the unplanned closure of the service for 5 days. The service responded with later opening and temporary heaters to ensure a safe temperature for users and staff. The refresh of the heating system is being procured.

Water ingress at Kings Cross Fitness upper changing rooms and associated damage continues to be uncovered across an increasing footprint.

#### **3.7.2 *Opportunities***

In mid-May the planned temporary closure of Kilburn Library will take place for the delivery of the Library Improvement Fund supported re-development of the library to refresh the main floors as well as bring the lower ground floor into main use. There will be a temporary library offer at Abbey Road Community Centre from June and an expected reopening date in Autumn 2026.

The finalisation and launch of the Green Infrastructure Strategy will provide a key direction in the ongoing development of improving the green infrastructure across the borough, supporting wildlife and human benefits.

#### **3.7.3 *Learning***

The Council has again been successful in attaining the Tree Cities of World accreditation – we have received it every year since 2019.

The Library service continues to get regional and national recognition, recently being shortlisted for Library of the Year for London which is supporting successful funding

applications and the high engagement in our spaces, allowing them to provide focussed community support.

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

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

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

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

#### **6. Environmental Implications**

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

#### **7 Appendices**

7.1 Appendix A: Corporate Data Dashboard 2025/26 – C&E Scrutiny

**REPORT ENDS**