

CULTURE AND ENVIRONMENT SCRUTINY COMMITTEE

MONDAY, 15 JULY 2024 AT 6.30 PM
COMMITTEE ROOM 2, TOWN HALL, JUDD STREET, LONDON WC1H 9JE

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MEMBERS

Councillor Awale Olad (Chair) (L)

Councillors Camron Aref-Adib (L), Nina De Ayala Parker (L), Sharon Hardwick (L), Matthew Kirk (LD), Izzy Lenga (L), Rishi Madlani (L) and Stephen Stark (C)

Co-opted Members

SUBSTITUTE MEMBERS

Councillors Steve Adams (C), Lotis Bautista (L), Nasrine Djemai (L), Lorna Greenwood (L), Nancy Jirira (LD), Heather Johnson (L), Liam Martin-Lane (L) and Nanouche Umeadi (L)

L = Labour, C = Conservative, LD = Liberal Democrats

Issued on: Friday, 5 July 2024

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CULTURE AND ENVIRONMENT SCRUTINY COMMITTEE

15 JULY 2024

THERE ARE NO PRIVATE REPORTS

PLEASE NOTE THAT PART OF THIS MEETING MAY NOT BE OPEN TO THE PUBLIC AND PRESS BECAUSE IT MAY INVOLVE THE CONSIDERATION OF EXEMPT INFORMATION WITHIN THE MEANING OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972, OR CONFIDENTIAL WITHIN THE MEANING OF SECTION 100(A)(2) OF THE ACT.

AGENDA

Wards

1. TERMS OF REFERENCE

All Wards

To note the Committee's terms of reference as set out below:

1. To scrutinise the Council's cultural and environmental policies and the provision, planning, financing, management and performance of services relating to culture, environment, regeneration, community safety, parking strategy and operations, and the voluntary sector provided by the Supporting Communities and Corporate Services Directorates and other service providers.
2. To be the Council's Crime and Disorder Committee.

2. APOLOGIES

3. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA

Members will be asked to declare any pecuniary, non-pecuniary and any other interests in respect of items on the agenda.

4. ANNOUNCEMENTS (IF ANY)

Webcasting of the Meeting

The Chair to announce the following: "In addition to the rights by law

that the public and press have to record and film public meetings, I would like to remind everyone present that this meeting will be broadcast live by the Council to the Internet and can be viewed on our website for six months after the meeting. After that time, webcasts are archived and can be made available on DVD upon request.

If you are seated in the room it is likely that the Council's cameras will capture your image and you are deemed to be consenting to being filmed and to the use of those images and sound recordings for webcasting and/or training purposes.”

Any other announcements

5. DEPUTATIONS (IF ANY)

Requests to speak at the Committee on a matter within its terms of reference must be made in writing to the clerk named on the front of this agenda by 5pm two working days before the meeting.

6. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

7. MINUTES

To consider and approve the minutes of the meetings held on 22nd January 2024, 6th and 26th February 2024 respectively. (Pages 9 - 48)

8. CAMDEN CLEAN AIR ACTION PLAN 2023 - 2026: YEAR ONE PROGRESS UPDATE All Wards

Report of the Director of Environment and Sustainability. (Pages 49 - 60)

The report:

- Provides an update on the progress made during the first full year of delivery of the Council's statutory Air Quality Action Plan: the 'Camden Clean Air Action Plan 2023-2026'. 69% of 'Clean Air Outcomes' set out in the Action Plan are categorised as 'in progress' or 'completed (ongoing)'.

- Presents an overview of the latest full year of air quality monitoring data for Camden, which shows that annual nitrogen dioxide air pollutant reduced at the majority of automatic monitoring sites, and fine particulate matter air pollution reduced at all monitoring sites.
- Sets out the priority activities for the forthcoming year and brings to the attention of the Committee some proposed activities and policy changes that may require the Committee's consideration. These include the 'Year of Clean Air for Camden Schools', the continuation of the 'London Wood Burning Project', and the delivery of projects funded through successful bids to the Mayor's Air Quality Fund.

9. CABINET MEMBER FOR A SUSTAINABLE CAMDEN RESPONSE TO THE CIRCULAR ECONOMY PANEL REPORT. All Wards

Report of the Director of Environment and Sustainability.

(Pages 61 - 70)

This report sets out the Council's responses to the Report of the Circular Economy Scrutiny Panel (November 2023) whose report was presented to the Culture and Environment Scrutiny Committee on 13th November 2023.

The special scrutiny panel was established by the Culture and Environment Scrutiny Committee (C&E) to investigate the 'application of the circular economy in the work of Camden Council and support for the principles of circularity in the public and private sectors in the Borough'.

The report contained 43 recommendations for the Cabinet Member for a Sustainable Camden to consider and this report provides a response to each of the recommendations.

10. VIOLENCE AGAINST WOMEN AND GIRLS - UPDATE All Wards

Report of the Executive Director Corporate Services.

(Pages 71 - 78)

The Council is committed to working with partners, community groups and people with lived experience to eliminate Violence Against Women and Girls (VAWG).

This report sets out the Council's strategic priorities, approach and progress in relation to VAWG. In particular, it focusses on the

commitment to women's safety in the public realm and the work taking place to advance this.

11. INSIGHT, LEARNING AND IMPACT REPORT - QUARTER 4/END OF YEAR 2023-24 **All Wards**

(Pages 79 - 156)

Report of the Executive Directors of Adults and Health, Children and Learning, Supporting Communities and Corporate Services

This report focusses on the year 2023-24 using a broad range of measures from each directorate and division across the organisation. In this report, Camden Directors have been asked to provide a narrative covering key areas of challenge, opportunity, and learning.

This report is divided into two main sections:

- An overview of key themes: a summary which highlights key responses from directorates and highlights particular cross-cutting themes
- A more detailed account of individual service responses across each of our three Directorates.

Appendix A contains the data dashboard with key measures and data for 2023-24 from services across the Council.

12. WORK PROGRAMME

Report of the Executive Director Supporting Communities.

(Pages 157 - 168)

This paper provides an update on the work programme for the Committee for the 2024/25 municipal year and tracks actions from previous meetings.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

AGENDA ENDS

The date of the next meeting will be Monday, 7 October 2024 at 6.30 pm in Committee Room 2, Town Hall, Judd Street, London WC1H 9JE.

THE LONDON BOROUGH OF CAMDEN

At a meeting of the **CULTURE AND ENVIRONMENT SCRUTINY COMMITTEE** held on **MONDAY, 22ND JANUARY, 2024** at 6.30 pm in Committee Room 2, Town Hall, Judd Street, London WC1H 9JE

MEMBERS OF THE COMMITTEE PRESENT

Councillors Awale Olad (Chair), Camron Aref-Adib, Sharon Hardwick, Matthew Kirk and Izzy Lenga and Gio Spinella

MEMBERS OF THE COMMITTEE ABSENT

Councillors Nina De Ayala Parker, Rishi Madlani and Stephen Stark

ALSO PRESENT

Councillors Danny Beales (Cabinet Member for New Homes, Jobs and Investment)
Councillor Adam Harrison (Cabinet Member for a Sustainable Camden).

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Culture and Environment Scrutiny Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. APOLOGIES

Apologies for absence were received from Councillors Nina De Ayala Parker, Rishi Madlani and Stephen Stark who was substituted by Councillor Gio Spinella.

2. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA

Councillor Kirk declared that he used lime bikes and water in relation to items 7 and 8 on the agenda.

3. ANNOUNCEMENTS (IF ANY)

The Chair announced that the meeting was broadcast live by the Council to the Internet and could be viewed on the website for six months after the meeting. After that time, webcasts were archived and could be made available on DVD upon request. Those who were seated in the room or participated via Teams were

deemed to have consented to their contributions being recorded and broadcast and to the use of those sound recordings and images for webcasting and/or training purposes.

4. DEPUTATIONS (IF ANY)

The Chair informed members that three deputations had been received and accepted, copies of the deputation statements were included in the supplementary agenda.

The first two deputations were from Frank Lampen and Tony Travers respectively and related to item 7 Thames Water and would be heard when that item was reached on the agenda.

The third deputation related to item 8 Dockless Bike Hire Scheme and a paper on mode choice, sustainability and the environmental impacts of shared micro mobility. One of the authors of the paper Professor Kay Axhausen was present to answer any questions the Committee might have on the paper. In addition, Hamish Birchall was also attending remotely to ask questions on this item. This would also be considered when the item was reached on the agenda.

5. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There was none.

6. MINUTES

RESOLVED –

THAT the minutes of the meeting held on 14th December 2023 be signed as an accurate record.

7. UPDATE FROM THAMES WATER

Consideration was given to the report of Thames Water.

Consideration was also given to the deputation statements referred to in Item 4 above.

The following responses were given by the deputees to members questions:

- In terms of engagement and the compensation offered by Thames Water to residents impacted by the flood on Belsize Road, there was a lot of engagement when the incident happened with a representative and van present on site. In relation to compensation a lot of the residents claimed through their insurance company.
- The questions and issues raised with Thames Water were around how long it took to get the water shut off, the focus of the group now was around the response since the flooding of evaluating what needed to be done to prevent a recurrence in the future.
- What residents and the South Hampstead Flood Action Group were requesting was that Thames Water and the Council had a coordinated and comprehensive approach. Looking at all the different things that had happened in the area which were all connected causing erosion and was likely to lead to more pressure on the pipes leading to more flooding in the area. There does not appear to be a coordinated approach between the different organisations.
- Thames Water seemed to be looking at the number of leaks rather than the devastating impact on residents.
- In terms of obtaining flood insurance for the area this was a major issue. It was a bit of the luck of the draw with some people unable to sell their flat because purchasers had not been able to get insurance for their flat.
- In terms of the 2022 flood there had been a lot of satisfaction with Thames Water sorting out repairs and compensating people for the damage.
- What was worrying people was the need to pay out £20,000 to reinstate their flat and the constant fear that the flooding might happen again.
- What residents were asking from Thames Water was a full and accurate response rather than assertions on soil composition and traffic in reports which local residents and their expert advisers believe were inaccurate.
- With regards to contents insurance there were some residents in the area that could not afford contents insurance and when their property was flooded lost everything .and almost lost their lives.
- In terms of whether the Council had the power to implement proposals such as lane rental charges, TfL had the lane rental charge powers, there were fines for over running projects with a number of London Boroughs fining Thames Water for this.
- The idea was for this to act as an incentive for Thames Water to comply with the regulations and make life easier for residents, there was also a huge demand on Council officers time to check everything.
- The aim was if there were penalties for work undertaken out of hours and powers for councils to step in and complete reinstatements and charge costs to the utility companies this would act as an incentive to reduce such failures from the utility companies.
- Residents were asking that Thames Water continued to monitor areas where the vulnerable pipes were located and the ground around the pipes.
- With regards to the challenges faced by residents south of Euston Road and areas of Goodge Street and Mortimer Road there had been 25 separate leaks in the last 2-3 years. There had been 100 to 150 road openings in the quarter

square mile and it would be interesting to hear from Thames Water how that number could be reduced.

The Director of Environment and Sustainability and the Street works Authorisation and Compliance Manager made the following comments in response to the deputations and members questions:

- Camden continued to work with the South Hampstead Flood Action Group and Thames Water to mitigate surface water flooding in the area.
- The Council had commissioned a ground penetration survey along Belsize Road to scan for void space under the ground that could affect underground utility. This would help to provide information to support maintenance of the infrastructure.
- The Council was also working on the delivery of two sustainable drainage system schemes in the area, Priory Terrace and Goldhurst Terrace which was funded by Thames Water, the Council and local community infrastructure levy funds respectively.
- These schemes aimed to mitigate some of the surface water issues that had been discussed by the deputees.
- With regards to specific planning points raised around permitted development rights and Article 4, the government granted permitted development rights to what was considered to be small scale development without the need for planning permission.
- The government had also sought to expand permitted development rights to homeowners which meant that local authorities had less control over developments of that nature.
- Where works were permitted development, the local authority could regain control over these by showing Article 4 directions. The Council had already imposed a number of Article 4 directions that were relevant to this discussion.
- In the borough Article 4 removed permitted development rights for the excavation of basements which meant that all basements required an application for planning permission of which the impact of the development of any permission was considered on geology and hydrology and ensured that the scheme would not adversely affect drainage or cause damage to the water environment.
- South Hampstead already had an Article 4 Direction in relation to installing paving in front gardens which was connected to the creation of off-street parking, which was not supported by the Council's policies and planning permission was required for those type of works.
- Belsize had similar article 4 preventions on paving of front gardens in addition the Council's emerging local plan which was currently at the consultation stage considered flood risk, sustainable drainage systems and the risk of flooding from any source requiring flood risk assessment. The Council welcomed comments on the local plan, there was a link to the app on the Council's website where residents could leave their comments.
- With regards to the lane rental proposals, Camden was part of the New London Lane Rental Strategy Group. The Council had only been granted the

powers to have lane rental recently by the Department for Transport (DfT) and a group had been set up to establish a borough lane rental scheme for London.

- This was a London wide scheme rather than just Camden which local authorities would join to mirror the TfL scheme. The working group consisted of Camden, TfL, Kensington and Chelsea, Enfield and Lambeth.
- The group had been working with the DfT and TfL to establish a framework for the governance of the scheme that would be acceptable by the DfT.
- The draft scheme had gone out for consultation to all stakeholders for 6 to 8 weeks and would then go to DfT for final approval. There were a lot of legalities involved. The intention was for this to work the same way as the permit scheme worked which would give local authorities London wide more powers with utility companies.

Simon Moore – (London Water System Planning Manager Thames Water), Michael Benteke (London Stakeholder Engagement Manager Thames Water) and Emily Hedger (Systems Planner Thames Water) were present to respond to the deputations and Committee's questions. They provided the following information:

- Thames Water had looked through and would continue to consider the proposals in the deputations in more detail and were committed to having a follow up conversation with the deputees.
- The organisation would come back with a response to all the issues raised in the deputations.

Action By: London Stakeholder Engagement Manager Thames Water, and London Water System Planning Manager Thames Water

- The thoughtful and constructive approach the deputees had taken was appreciated.
- An update had been provided in the Thames Water report in the agenda on the network performance issues highlighted a year ago at the Scrutiny Committee meeting.
- The report also provided a further update on where Thames Water was with the major replacement network programmes in Camden and some of the performance issues.
- In terms of the unstable ground in Belsize Road and how this was affecting Thames Water assets this had been touched on in previous calls with the deputees in the past week. Therefore, in relation to the work the organisation had done and the data collected they had not seen any evidence which was why the void survey would be critical in providing an understanding of what was going on in the area.
- The organisation was aware and appreciated the strength of feeling locally, when the issues with the burst water pipes occurred in the area Thames Water commissioned experts to investigate to understand the issues and cause of the failures in the area. The environment appeared to be an area which was hostile to buried cast iron pipes.

- Although there had not been any direct monitoring of the pipes, however in terms of performance of the pipes, and numbers of bursts in the area, from experience if the issue were ground movement there would be an expectation that a lot more pipe bursts would have occurred in the area if this were a major factor.
- It was important for the void survey of the area to be carried out, the outcome of which was waited on with great interest.
- Thames Water did have concerns with the 15-inch pipe which was not uncommon in London.
- This mains pipe on Belsize Road was being monitored by the organisation and was on the long list of schemes to be considered for replacement once the team were aware of how much money it would have.
- There was 2000 kilometres of large trunk mains around London with 27,000 kilometres of distribution mains in London. This was a large network managed by Thames Water which required using a rational logical data driven approach to try and ensure that the expenditure of the network was spent fairly as well as providing the best benefit to its customers.
- This included trying to bring down leakages as quickly as possible, reducing the number of bursts across the network and supply interruptions to customers.
- This was being looked at in terms of investment as a business and the 5-year investment cycle.
- Replacing water mains was a real priority for the organisation and therefore a large submission had been put forward to replace about 500 kilometres of pipes.
- The 42-inch mains pipe appeared to exhibit a different mode of failure, this was a much newer pipe, here there appeared to be more of a local issue around ground movement due to climate change factors.
- There appeared to have been something unusual that happened in that area and the whole section had been replaced as part of the repair of that pipe.
- In terms of insurance and responsibility for the flooding caused by a burst main, Thames Water would take responsibility for that and would not expect customers to go to their insurers without contacting Thames Water. This appeared to be what had happened with most customers.
- In terms of compensation, Thames Water did not pay direct compensation, however within settlements there was payment for hardship that took this into consideration and the intention was that everyone entitled was paid fairly. Old or damaged items were replaced with new items.
- In terms of Insurance companies pulling out from insuring households within high-risk areas of flooding, this was a huge issue within the industry, which was being experienced globally, unfortunately Thames Water was not in a position single handedly to change this.
- Thames Water had raised this issue directly with the Department for Environment Food and Rural Affairs (DEFRA) as a serious issue to be looked at as well as a joint letter signed by several local authorities asking that the government look into this issue.

Invited to comment on the Thames Water response, the deputees noted that:

- a lot of what had been said by Thames Water representatives was what had been heard before, however they looked forward to receiving a detailed response to the points and issues raised.
- It was good news that the void ground penetration surveys were happening.
- The issue for residents was that they did not have a point of access to the people at Thames Water making the decisions when things went wrong.
- There was a need to convey back to the Head Office how they could better engage with the Council and residents.

In response Thames Water's London Water System Planning Manager commented that he worked at the Head Office in Reading, although there were people in far more senior positions in the business helping to shape the plan, he was head of London Planning trying to build a plan for London. He had attended the meeting to talk about where the organisation was with the plan and to receive first-hand knowledge of local issues.

In terms of future plans the organisation could not commit to anything until it knew how much money would be allocated. Camden had two thirds of its pipes replaced, the organisation was aware that there were areas of Camden which had not yet had its pipes replaced where there were issues of poor performance and the aim was to ultimately replace all the pipes in the area. Thames Water was happy to commit to continue to engage with Camden and come back in a year's time to provide an update on the long-term plan.

The Chair thanked the deputees for attending the meeting and their deputations informing them that the Committee expected a full response from Thames Water to the issues raised.

Action By: London Stakeholder Engagement Manager Thames Water, and London Water System Planning Manager Thames Water

Committee members made the following comments:

- Given what was happening, the current privatisation proposals did not appear to be a sensible approach to take and it was hoped that this would change in the future.
- Given all that had been discussed it was worrying that Camden was still not viewed by Thames Water as a priority area.
- How could Thames Water be trusted to invest properly in the improvements required across its network, when the true facts were not forthcoming in how much profit the company was making.

In response to Committee members questions, Thames Water representatives, advised that:

- Risk mitigation of basement flooding was a top priority for Thames Water as well as the impact of supply interruptions to large areas and environmental impacts of flooding.
- Thames Water had submitted an enhancement case which sought permission to spend over and above its regulatory capital to improve basement flooding mitigation. It was hoped that this would be approved as part of the next business plan.
- Consequences and impacts of flooding were assessed from a model point of view and considered with local operational teams. Having meetings in the local areas also helped as it provided an in-depth picture of the situation in the area.
- The replacement of pipes in the borough had reduced flooding to around a quarter of the bursts previously seen.
- Most of the mains repairs carried out in Camden were through proactive activities found working through the fixed program on the network where leaks were located and repaired.
- In terms of the comparison with the local boroughs, the London Water System Planning Manager could not say for sure why these boroughs were selected, other than to say that they were selected by the team over the past year and were in relatively close proximity to Camden. However, this did not mean that the replacement program had finished it was still ongoing with a lot more work still to do.
- To complete the programme of replacement work would require Thames Water prioritising its money, water bills going up, investors increasing their investments in the business which they were committed to continue to do and also realising that it took time to complete.
- In terms of solving the flooding in an area and London, a London Water Strategic Group comprising Thames Water, London Councils, Environment Agency and the GLA had been set up at the end of 2022. The long-term approach was to obtain funding streams and to develop a London wide strategy working with local community groups to look into the issue of flooding in the capital.
- As already mentioned, the primary criteria for looking at an area was burst per kilometre of pipe.
- The number of leakages in the Belsize Road area did not make it stand out from a purely data driven approach.
- Thames Water would take away the information provided this evening and determine whether it pushed the Belsize Road area ahead of other pipes across the network.
- Thames Water was developing a Public Value Framework approach for its decision-making criteria which took into account extra things that benefitted the environment and the community that was not just money and data driven.
- Ultimately all the pipes would get replaced over a period of time, age was only one factor when considering pipe replacement, performance of the pipes in terms of bursts and leaks was a major factor.
- All the pipes could not be replaced at once, they had to be replaced in the right order and would take a long time. Thames Water was looking to replace

300 to 400 kilometres of highest risk trunk mains pipes even at an accelerated rate this would not be completed until 2050.

- There was also a deliverability issue because of the impact of replacement on London streets, with not more than 2 or 3 trunk main schemes being replaced at a time because of the traffic impact.
- In terms of the statement made by Thames Water's Operations Director at the Scrutiny meeting attended in February 2023 about the company making a loss of £11m whereas the press reporting the company making a profit of £400m, the company had not refuted this in the press.
- This would need to be clarified, however the £11m loss referred to related to cash available to the company while the £400m referred to gearing and valued worth of debt.
- It was important to point out that with regards to the proposals in Professor Travis document, rather than generate friction between the organisation and the Council which the proposals appear to encourage it would be helpful if Thames Water, the Council and other utility companies could continue to work together and build on the relationship established.

Thames Water officers were thanked for attending the meeting noting that the Committee expected a detailed response to the issues raised in the deputation.

RESOLVED –

THAT the report be noted.

8. DOCKLESS BIKE HIRE SCHEME - PROGRESS UPDATE AND PARKING MANAGEMENT

Consideration was given to the report of the Director of Environment and Sustainability.

The Committee noted the written submission of Hamish Birchall on sustainability concerns regarding the e-scooter and e-bike hire trial and noted that Professor Kay Axhausen was present to answer questions on his paper about mode choice, sustainability and the environmental impacts of shared micro-mobility.

Professor Kay Axhausen gave the following responses to Committee members questions:

- He was not aware of the work done by Steer and could not therefore comment on how they arrived at 8% mode shift from cars.
- The starting point for discussion about transport modal shift in London was the London Area Transport Study which conducted a big survey of transport in London.
- The Zurich study of the environmental impact of shared micro mobility was based on intensive observation of the impact of shared systems because

each person using each vehicle could be tracked using a GPS tracking survey. It was possible for Camden to conduct similar observation perhaps jointly with other boroughs by spreading the cost.

- The learning from the study was that it could not be assumed that shared systems would result in a beneficial environmental impact, the modes replaced, vehicles used and mode of operation needed to be looked at to determine the carbon impact.
- Local authorities could improve its policies in this area by looking at local numbers derived from the London Area Transport Study and in collaboration with TfL looking at the mode choice behaviour for the boroughs, so they had an idea whether the numbers provided by the operators were realistic.
- In central London, a lot of the shared systems appeared to be driven by tourists and an option would be to look at the alternative impact of a tourist on the tube or on a bus and then also consider the behaviour of the local community.
- Linear transport studies should provide a clearer picture of what to expect.
- The numbers provided by the operators appeared to be high, this would need to be cross checked and verified, the paper by Steer might be a good point to start from.
- It should not be surprising that the data had indicated that mass deployment of e-bikes had little impact on car use, given that shared bicycles were mostly used as last mile, first mile modes and could not replace the car because these were not trips undertaken by car.
- What was different was where people acquired their own e-bike or scooter which was available when and where they needed it and was a different policy. Ownership of privately owned bikes and scooters was probably more worthwhile than having big reliance on shared systems.
- In terms of whether the figures quoted from the Dockless Bike providers about carbon emissions saved and fewer motor vehicle trips were plausible these would have to be considered in appropriate context before determining if these were plausible figures.
- It was important for the Council to monitor the progress E-Bike Hire firms made on their life cycle analysis by requesting properly verified and audited numbers and not just accepting unverified figures, so that the numbers could be considered in a bigger context and determine whether they made a positive contribution to the CO2 balance.

Alex Berwin (Head of Policy, Human Forest) and Hal Stevenson (Lime) provided the following responses to members questions.

- At the moment Human Forest had a buffer in place of 30 metres diameter around the parking bays which was to account for any GPS drift.
- This was set up as a trial as Human Forest only started operating in Camden at the beginning of May/June 2023. It would be reduced to 10 metres diameter to determine if this solved the problem of e-bikes being piled up outside parking bays.

- Human Forest workshops received alerts when there was an accumulation of Human Forest e-bikes in an area. The team would go out to rectify the situation, the response time was about 50 minutes.
- Lime tried to get to any location where dockless bikes were obstructing within an hour. It had 250 people working across London, of which at least 15 were in Camden and able to respond to complaints when made.
- The accumulation of bikes piling up outside of parking bays were definitely things that could be improved and Human Forest would actively look into improving these.
- From the Lime perspective parking compliance had gone up from under 70% to 95%, in terms of managing compliance of e-bikes becoming obstructive due to oversaturation in agreed locations, in the short-term Lime had committed to employing more van drivers to drive around the borough to remove e-bikes obstructing pavements.
- It was very clear on the app that the red zone was where bikes could not be parked.
- A long-term solution would be to have more parking locations spread across a wider area so that there was more capacity and places for people to park the e-bikes.
- In terms of Lime pricing for e-bike journeys, the first 10 minutes were free, then it cost 23pence per minute and 25pence to park in a bay. Human Forest had different options for one off users and regular users, such as a bundle costing £3.99 as well as monthly subscriptions costing £1.50 a day where you could have two 30-minute trips.
- Human Forest tried to make the service as accessible and affordable for people as possible for those commuters that wanted to switch to using the bike.
- Part of the revenue share generated, Lime put back into the borough to reinvest in active travel and cycling schemes.
- Lime needed to make sure it was pricing its services in a way that was affordable, accessible, sustainable and financially viable.
- The hacking issue had been fixed with the exception of a few bikes that Lime were unable to retrieve.
- Lime rolled out a hardware and software update across the whole of the London fleet that was put into place at the end of October 2023.
- This had been a huge factor in improving parking of dockless bikes in Camden and across London.
- On drink riding both e-bike companies had similar measures in place such as sobriety test.
- Of the 200,000 trips a month, 5% of those that did not end up with the e-bike parked properly had warnings and or fines attached to them.
- If there was an issue with any of the e-bikes, there were clear contact details as well as a QR code where a team could be contacted to respond to any issues raised.
- There were also conditions and clear instructions requesting that patrons check the bike thoroughly before using.
- There was an app available where any issues with the bike could be reported.

- Both Lime and Human Forest worked with the Council to promote the use of helmets when riding e-bikes. Discounts on trips were provided if a photograph was taken showing the customer wearing a helmet.
- The Police and other Enforcement agencies had raised security concerns about having closed compartments storing helmets because there was the potential to put other dangerous things in compartments, particularly given parking locations proximity to major transport infrastructure.
- The other issue was that for health reasons riders did not like using shared helmets.
- Lime had its own in-house specific fleet of vehicles which transported the bikes. The fleet was transitioning to a fully electric fleet.
- Both operators also had apps where any issue with the bike could be reported.
- Human Forest sent a lot of educational emails to customers reminding them about how to use the bikes and to park responsibly. There was generally high compliance not only in Camden but across the whole of London.
- Human Forest had also produced artificial intelligence into the app which could detect if a bike was parked inappropriately and this had improved parking compliance.
- Camden had some of the highest parking compliance in London, the scheme had come a long way from when it was initially introduced.
- The key performance indicators were quite rigorous, with Human Forest also reaching a 95% compliance rate. The company was always seeking improvements but did not believe that increasing the KPI would fix a lot of the issues.
- Similarly latest compliance figures from Lime were 95% which the company had shared on a monthly basis with officers and were happy to share with the Committee in an easily understandable form.
- Lime used similar technology to Human Forest and operated in more boroughs, having parking agreements with 15 boroughs.
- 9 of the boroughs had the same parking rules as Camden and were located in central London which was progress from the previous situation.
- Lime also operated in a number of outer London Boroughs which required customers to leave bikes in marked locations such as the high street or a transport hub outside the tube station or if in a residential area able to leave the bike as long as it was not left obstructively.
- Lime was holding itself to the standards it had been able to deliver and had no intention to let this slip.
- The figure for mode shift from cars London wide was 8%.
- Lime could work with Human Forest and Council Officers to provide borough specific evidence to the level of mode shift and the wider sustainability impact of e-bike shared micro mobility. Lime were happy to commit to this.

Action By: Lime and Human Forest/Principal Transport Planner

- Lime would have liked to have had the opportunity to discuss the study with Professor Axhausen, it appeared however that the Professor had acknowledged that since the study had been written shared providers had

made changes and improvement to e-bike hardware that negated the findings from the study relating to the vehicle's life span.

- Lime's GEN 4 bike which was deployed in Camden and across London had a certified life span of 5 years. This could be verified and shared in some form with the Committee.
- The Committee's main concern in May last year was around parking compliance this had improved, however there appeared to be concern around the sustainability impact, if there was more Lime could do to address that it was something it could work towards.
- Human Forest would continue to encourage customers to use the parking bays, it would also look to reduce the parking bay buffer and monitor this to ensure compliance increased.
- Measures Human Forest used to enforce compliance included fines and suspension leading ultimately to banning customers for non-compliance.
- Human Forest had banned 2 people since it started to provide its services in Camden.
- Lime had a similar policy to Human Forest, had banned more people mainly because it had operated in Camden over a longer period.
- Lime's biggest focus now was to reduce overcrowded parking locations as these were creating more obstructions.
- In the short term more resources were being deployed to move large numbers of bikes causing obstruction. In the long term the solution would be to work with the Council to identify and fund the implementation of more bays.
- Another solution, although previously receiving a mixed reception and rejected was to access existing bike racks for parking of e-bikes. This could be an effective way of solving the parking problem.
- Use of GPS on bikes in some instances was an effective tool to prevent some behaviour and in other contexts was inappropriate and could create serious safety concerns. For example, it would never be accurate enough to stop a customer riding on the pavement because of the close proximity to the road.
- Some of the benefits of shared service were that the hardware and the maximum speed was limited to 15.5mph in the UK.
- However, if residents were able to provide a time and a place where the pavement ride occurred this could be investigated and the user could be identified.
- The operators cared about the issues raised by Councils and residents around parking management of dockless bikes, each operator had full responsibility for management of its fleet.
- Unfortunately, a small number of people behaved anti-socially in relation to the bikes and e-scooters.
- Climate change and global warming was having a massive impact on cities like London one of the causes of which was transport emissions. Cities like London were car dominated and an aim was to reallocate that space to reduce these emissions.
- Lime had a fleet of 1000 and Human Forest 750 which had been agreed with Camden, the amount of parking space provided was not sufficient for the

number of bikes. There was the need to provide more space for the existing bikes to accommodate the level of usage.

- The bike operators had a very clear SLA with Camden to collect bikes being left outside the parking bays within an hour, on average for Human Forest the bikes were collected within 15 minutes.
- With regards to hazards of bikes becoming trip hazards as a result of weather conditions such as high winds yesterday evening, the operators had teams out the entire day repositioning the bikes causing obstruction due to the weather. As indicated the operators had clear service level agreements with regards to parking compliance and collection of vehicles causing obstruction it was required to meet.
- The level of regulation and oversight provided in the contract with the Council exceeded what was in the Dockless Code of Conduct document.

Answering a further question from Hamish Birchall on the availability of carbon life cycle analysis data from Lime and Human Forest, Hal Stevenson (Lime) and Alex Berwin (Human Forest) commented that:

Human Forest would be publishing its next sustainability report in the next couple of weeks. Human Forest scheme was fully climate neutral and transparent about emissions which was verified by independent experts. Lime had nothing to hide on sustainability and reported annually on their productions.

The Chair asked that both operators made the information on carbon life cycle analysis data available as requested.

Action By: Lime and Human Forest

The Director of Environment and Sustainability, the Transport and Travel Planning Manager and Principal Transport Planner made the following comments in response to members questions:

- Both operators operated a no parking zone in the borough, although it worked slightly differently.
- Since the last report to the Committee in May 2023 Dockless hire parking compliance had improved.
- The Council carried out a mystery shopper exercise with regards to parking compliance and similar results in terms of compliance were achieved for both operators.
- The Council had put some bays on a high priority list because of increased demand and the more likelihood of overflow. The operators were asked to monitor these more carefully, the Council also monitored these through mystery shopping and an Enforcement Officer.
- The responsibilities of the Enforcement Officer did cover the operators' compliance with the contract but also looked at other local environment issues such as highway obstructions and other things the Council received complaints about.

- The Council used the Enforcement Officer to look at wider complaints and how it could create revenue to invest back into services to improve local communities.

A Committee member queried whether officers were rigorously and properly examining the carbon case for the Dockless Bike Hire Scheme (DBH) and whether the concerns raised about the life cycle assessment and mode shift to shared micro mobility had been considered.

The Chair asked that officers provided a written response to the Committee member.

Action By: Principal Transport Planner

The Committee thanked the operators for attending the meeting.

RESOLVED –

THAT the report be noted.

9. ANNUAL REPORT OF THE CABINET MEMBER FOR NEW HOMES, JOBS AND COMMUNITY INVESTMENT

Consideration was given to the report of the Cabinet Member for Investing in Communities, Culture and an Inclusive Economy.

Responding to questions Councillor Danny Beales (Cabinet Member for New Homes, Jobs and Community Investment) made the following comments:

- The civic space in Kingsgate Community hub was being explored to be used as a similar model to Highgate Road. It was to be used as a space used by a range of community organisations and would be financially sustainable, self-financing.
- Regis Road was owned by 14 different landowners of which Camden was one. A provisional agreement had been reached with U-Capital to purchase the site subject to a number of conditions one of which was the delivery of new affordable homes, replacement of Council facilities and the re provision of the Recycling Centre. It was envisaged that there would be continuity of the recycling centre provision.
- With regards to HS2 and Euston, the Council had met with the local community to understand the impact of the pause. The Council was working with partnership organisations to facilitate the delivery of temporary meanwhile uses on sites. For instance, there has been discussion with sports organisations to run outdoor sports, pop up outdoor space to promote business activities. The Council also continued to discuss with the government the need to ensure it honoured its commitment to Camden.
- The Kings Cross Construction Skills Centre was running apprenticeships providing opportunities to learn new skills and also working with local schools.

The Cabinet Member was thanked for attending the meeting and his response to questions.

RESOLVED –

THAT the Annual Report of the Cabinet Member for New Homes, Jobs and Community Investment be noted.

10. WORK PROGRAMME

Consideration was given to the report of the Executive Director Supporting Communities.

The Committee discussed the Work Programme, with a member suggesting that Royal Mail be included on the Work Programme to discuss issues with post-delivery in the borough.

The Principal Committee Officer indicated that he would check whether this was within the Committees terms of reference.

Action By Principal Committee Officer

RESOLVED –

THAT the Work Programme be noted.

11. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

Having applied committee procedure rule 19(a) at 9.25pm, the meeting ended at 9.39 pm.

CHAIR

Contact Officer: Sola Odusina

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MINUTES END

Public Document Pack

THE LONDON BOROUGH OF CAMDEN

At a meeting of the **CULTURE AND ENVIRONMENT SCRUTINY COMMITTEE** held on **TUESDAY, 6TH FEBRUARY, 2024** at 6.30 pm in Council Chamber, Town Hall, Judd Street, London WC1H 9JE

MEMBERS OF THE COMMITTEE PRESENT

Councillors Awale Olad (Chair), Camron Aref-Adib, Nina De Ayala Parker, Matthew Kirk, Rishi Madlani and Stephen Stark

MEMBERS OF THE COMMITTEE ABSENT

Councillors Sharon Hardwick and Izzy Lenga

ALSO PRESENT

Councillors Adam Harrison (Cabinet Member for a Sustainable Camden).

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Culture and Environment Scrutiny Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. APOLOGIES

Apologies for absence were received from Councillor Sharon Hardwick.

2. **DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA**

Councillor Kirk declared in relation to item 6 (Climate Action Plan) that he held some shares in Power North, the Community Energy Group based that worked with the Council to install solar panels on a number of buildings in Camden.

3. ANNOUNCEMENTS (IF ANY)

The Chair announced that the meeting was broadcast live by the Council to the Internet and could be viewed on the website for six months after the meeting. After that time, webcasts were archived and could be made available on DVD upon

request. Those who were seated in the Council Chamber or participated via Teams were deemed to have consented to their contributions being recorded and broadcast and to the use of those sound recordings and images for webcasting and/or training purposes.

4. DEPUTATIONS (IF ANY)

The Chair informed members that three deputations had been received and accepted, copies of the deputation statements were included in the supplementary agenda.

The 3 deputations related to item 7 Camden Strategy Annual Update 2023 and were from Ben Pearson accompanied by Rachel Mawby of Save the London Motorcycling Group, John Chamberlain from Camden Cycling Campaign and David Harrison from London Living Streets. The deputations would be heard when that item was reached on the agenda.

5. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There was none.

6. CLIMATE ACTION PLAN - ANNUAL REVIEW 2022/23

Consideration was given to the report of the Director of Environment and Sustainability.

Members made the following comments:

- There was lots of good stuff in the report, there were 40 actions crossed off and 6 opened in the course of the year does that reflect a reduction in the Council's ambitions.
- It was always good to receive feedback on the progress the Council had made in achieving its goals.
- It was a very good report.

In response to questions, the Head of Sustainability, Air Quality and Energy Harold Garner, Sustainability Officer Maggie Tappa and Richard Bradbury (Director of Environment and Sustainability) made the following points:

- There was work underway to decarbonise the Council's fleet of vehicles led by the Camden Accessible Travel team. They had just completed a feasibility study with the Carbon Trust Energy Saving Trust, which was looking at the

fleet as a whole and the transition that could be made within the budgets that were available to get it to zero emission by 2030.

- A lot of the actions in the Action Progress Update were continuing actions, there were a lot of actions still open indicating that there was a lot of work going on. The additions represented developments from the original action plan.
- The plan was developed through the Citizen's Assembly model with a lot of the ideas and suggestions coming from residents and what they wanted rather than what would lead to the biggest carbon savings.
- A lot of the individual actions were difficult to quantify in terms of carbon savings for instance a lot of the work the Council did with community groups was around promoting and sharing ideas around climate action and facilitating change, which was quite difficult to quantify in terms of carbon savings. However, in terms of engaging people on climate change and getting them thinking about acting against the climate crisis, was a different way of measuring it.
- What the Council had done was to introduce a number of metrics which had been developed with the Citizens Assembly Panel and which was felt to be reflective of the main pieces of work across 4 themes of which most importantly were carbon emission outcomes and borough wide emissions. There were strong outcome focussed metrics to guide the work done.
- The Council was installing air source heat pumps, but not so many ground source heat pumps due to constraints with space. The Council had delivered a few key projects across its corporate estates recently, such as Swiss Cottage Library which had a £3.7m retrofit of the whole building which included air source heat pumps and Acland Burghley School.
- The Council had secured £10m from the Government's Public Sector Carbonisation Scheme and Social Housing Retrofit Scheme, to retrofit about 350 social housing properties. Funding was also available from the Camden Climate Fund to support residents with heat pump installations. This had generated a lot of interest from residents.
- There were still a lot of Camden properties left to retrofit however this could only be carried out at the rate the funding was made available with government funding only meeting 20% of retrofit costs for social housing.
- The Council had a tree planting strategy which focussed on planting trees in the right place at the right time, ensuring that it followed the biodiversity and maintenance and management regime. The plan was to plant 600 trees each season between October and March each year.
- The Council had planted 525 trees this year, the holes and trees were in place and the Council was on track to plant 600 trees.
- With regards to the net figure of trees in the borough, the Council had to fell trees for a variety of reason including damaged trees which had died, as well as trees that grew inappropriately and damaged homes.
- The Council fell between 300 to 400 trees a year some of which were self-seeded and had grown by themselves.

- The Council's website was updated every year to indicate the number of trees planted and felled yearly. There was net growth in trees in the borough every year.
- The legislation on Tree Protection Orders only applied to trees on private land that were visible from the public highway that had some public amenity, if the tree was not visible from the road it had no protection. The issue of TPO's had previously been considered by this Committee, Camden was one of the many boroughs lobbying for more protections in this space to try to ensure trees and gardens were protected.
- With regards to community engagement the Climate Action Plan came from the Citizens Assembly which was created in 2019.
- The Assembly was demographically representative of everyone living in Camden, a recommendation of the Citizens Assembly was that a Citizen's Panel should be created which still existed and met quarterly. This was also demographically representative of people living in Camden and helped guide the development of the Climate Action Plan.
- The Council also had projects and engaged with residents in Sommers Town, Future Neighbourhoods were involved in the work associated with the action plan, the Council was also hosting an event on 2nd March in Kentish Town bringing together citizens to celebrate the work being done to combat the climate crisis.
- With regards to the recommendation from the Cabinet Advisor's report on promoting green space and biodiversity, the Council was bringing all the information on green spaces and biodiversity together.
- The Council worked closely with Power North, the Community Energy Group in Camden, installed solar panels on a number of buildings including some leisure centres, St Anne's Church and also had a number of schools in the pipeline which it was hoped would progress in the next few months.
- There was a climate crisis webpage that signposted people to everything relating to the Council's policies on climate action.
- The Council was working with Agro to deliver the Metrofit Support Scheme for Camden which involved the opportunity for homeowners in Camden to receive a subsidised plan towards retrofitting their homes. The aim was to make it as fair as possible and was opened up to households across the borough.
- The Council was also working with community groups to deliver community events to explain retrofit and provide opportunities for residents to ask questions.
- The Camden Climate Fund was also available, providing £5,000 grant match funding to support the installation of energy efficient measures.
- The report described all the projects the Council had been involved in as well as some of the barriers faced, in particular the retrofit agenda and the financial restraints which was a huge challenge for the Council.
- Every major planning application in Camden was assessed against flood risk. With policies tighter in areas known as local flood risk zones. Any property in these locations was subject to enhanced planning policy in relation to flood risk.

- The Council could not control everything relating to flood risk because some of the infrastructure was maintained by other organisations such as Thames Water.
- The Council carefully monitored air quality through measures such as Healthy Street Schemes, all these monitoring reports were available on-line.
- There appeared to be an increase carbon levels post pandemic as people started to go back into the office which saw an increase in energy consumption across Camden.

Officers were thanked for their work, time taken to attend the meeting and their responses.

RESOLVED –

THAT the report be noted.

7. CAMDEN TRANSPORT STRATEGY ANNUAL UPDATE 2023

Consideration was given to the deputation statements referred to in Item 4 above.

The following responses were given by the deputies to members questions:

- Save the Motorcycle Campaign had not spammed Councillors inboxes, the Campaign group had contacted motor cyclists around Camden informing them of what the Council was planning. Motorcyclists were upset with the proposals and were informed how they could make their voices heard.
- What motor cyclist choose to do with the information that they had been provided was up to the motor cyclists. They were upset and had been emailing Councillors.
- If Councillors were asking motorcyclists to stop contacting them about what motorcyclists felt were punitive, disproportionate, irrational and unfair policies because Councillors had other matters to deal with, Save the Motor Cyclist Campaign would suggest that the Council engage with motorcyclists and address their concerns.
- With regards to those roads where there was not a safe alternative for cyclists riding in bus lanes, there had been so many different trials which had all come to the same conclusion, there was no evidence to show that the safety of cyclists were affected when motor cyclists used bus lanes.
- The Council's policy on banning motor cyclists from using bus lanes was based solely on arguments put forward from the London Cycling Campaign rather than the evidence.
- With regards to the serious injuries and fatalities figures on roads, the Camden Cycling Campaign does not know what the cause was but wanted the Council and TfL to work together to reduce the figure further, particularly for pedestrians and cyclists.

- Cyclists had a lot in common with motor cyclists suffering from similar issues, however there was a difference of opinion regarding motor cyclists use of bus lanes particularly those that were not very wide. The one place cyclists felt safe apart from a dedicated cycle lane was in bus lanes without powered two wheelers.
- The survey conducted by TfL about how cyclists felt about motor cyclists using bus lanes, found that on balance more cyclists were in favour than against it. It was found that there was no impact on the safety or the perception of safety cyclists felt.
- The Council's response had justified its current position with regards to its policy on banning motorcyclists from using bus lanes, Save the Motorcycle Campaign believed that this was a misrepresentation of some of the key points of the evidence. Either the Council had misunderstood the evidence or was biased against the motor cyclist and needed to change its policy.
- With regards to pedestrian safety, there was an obvious correlation between the amount of traffic and pedestrian and cycling casualties, so the more traffic could be taken out of an area the safer it would be for these other road users.
- The other issue related to lots of casualties occurring at junctions, therefore it was important to improve and tighten safety at junctions.
- With regards to Bedford Square, it would be good if a campaign could be started to open Bedford and Fitzroy Squares to the public as the situation had been static for a very long time.
- In relation to Bloomsbury as part of the Holborn Scheme it was hoped that Great Russell Street could be closed off to all except buses as it was disheartening that polluting traffic was outside the doors of one of the world's great institutions.
- Save the Motorcycle Campaign had noticed that when Camden was putting in schemes, powered two wheeled vehicles safety was actively de prioritised compared to the other modes of walking, cycling or public transport. This influenced all its policies when it came to powered two wheeled vehicles.
- Save the Motorcycle Campaign had not done an analysis on how Camden compared to other boroughs.
- London Living Streets were keen for people to include walking as part of their daily routine walking 20 to 30 minutes to the station on their way to work. Improving pedestrian infrastructure would encourage more people to walk as witnessed in the Seven Dials area.

Sam Margolis (Head of Transport Strategy and Projects) Brenda Busingye (Transport and Travel Planning Manager) Karl Brierley, (Safe and Healthy Streets Team Manager) and Richard Bradbury, (Director of Environment and Sustainability) made the following comments in response to the deputations and members questions:

- In relation to Road Safety in general, as part of the development of the current 3-year plan and the Transport Strategy the Council had undertaken two very detailed and thorough assessments of road safety casualties in the borough to determine the priorities.

- The Council had a clear commitment to vision zero which meant nobody killed, no serious injuries on Camden streets by 2041. As set out in the report the Council was making good progress towards this, although there was still more to be done.
- Priority analysis included problematic junctions which had been problematic for all road users over a number of years, including around Holborn referred to by one of the deputies, The Council had various forthcoming schemes around problematic junctions in the borough such as Theobald's Road and Grays Inn Road and many others in the borough.
- Some of the issues referred to related to TfL roads, the Council looked to work closely with TfL to address the issues on those areas such as for example the Kings Cross Gyratory where the Council had been pushing TfL for a number of years to make those improvements.
- Members were reminded that the Council's Transport Strategy was devised from the Mayor of London's Transport Strategy which was explicit about mode share targets for public transport, walking and cycling.
- The Council had a statutory duty to meet those targets and to produce a transport strategy which aligned with those targets which were a priority for the Council. In addition, the Council also sought to address road safety for all users in every single scheme that it delivered for example junction tightening at junctions beneficial to all road users as well as the rollout of the 20mph speed limit which had been beneficial over a number of years.
- With regards to the comments on the motorcycle parking charges, these had also been received as part of the response to the marketing charges consultation, these would be carefully considered and responded to in the report going to Cabinet at the end of the month.
- With regards to incentives for people to give up their cars, one of the schemes ran by the Council in the last few years was the permit scrappage scheme which meant if a residence parking permit were given up, the resident could access membership of the Council's car club offering in the borough.
- In relation to Camden's streets being less safe to walk on for pedestrians, the data showed that the Council was making improvements in pedestrian care with one of the Council's key achievements being a significant increase in the walking mode share which had gone up by 7% with almost one in two residents' trips now being made on foot.
- With regards to the strategic walking routes, this was briefly mentioned in Table 1 of the report. The Council was making good progress on some of the strategic walking routes such as for example from Camden Road Overground to Camden Town and Camden Market. Consultation had taken place on a crossing on Camden Street which was regarded as being beneficial, the next phase of which would be to introduce a crossing at Kentish Town Road which would complete this link. The Council was also actively working on the well-being walk south of Euston Road, which connected Euston and Kings Cross as well as a number of other schemes in the borough.
- With regards to the Camden Cycling Campaign deputation, the support was noted, it was also acknowledged that the progress might have been slower than the Campaign group might have liked particularly around the Council's

Safe and Healthy Streets Programmes. It was pointed out that a lot broader package of measures were being put in place rather than just traffic restrictions. For example, the Council consulted and officers received approval to make the Camden Square scheme permanent, to deliver an Healthy Street Scheme with traffic restrictions in the Holmes Road area as well as starting detailed engagement on the Dartmouth Park as well as plans for many other schemes.

Inviting the Cabinet Member for a Sustainable Camden to respond to Save the Motorcycle Campaign's deputation particularly in relation to parking charges and safety, the Cabinet Member for a Sustainable Camden commented that:

- The proposals did not treat motorcycles the same as cars. Explaining that there were no emissions set funding for motorbikes as the Council did not have the data from the DVLA, cars on the other hand had an emissions-based charging formula with a variety of bands up to 7 as well as an electric option.
- For motorcycles the Council was proposing to take the lowest emission band which was not actually treating them the same as cars. It was a flat rate charge proposed for motorcycles while there was a whole variety of rates proposed for cars.
- Bus lanes were used to facilitate travel, whenever there was more motor traffic in bus lanes it created a hostile environment for cyclists and the Council would always go for the option to create a more conducive environment for cyclists. The Council would prefer to have separate cycle infrastructure for busy bus routes such as Euston Road.
- The Council would always be led by the data which was important however lived experience was also important and as pointed out by Camden Cycling Campaign the Council's aim of facilitating more people walking and cycling was being hindered by people not feeling safe on the road particularly when for example bus lanes were used by motorcycles.
- The Council would look at the data and studies described by Save Motorcycle Campaign, however from the information provided this appeared to be cyclists that cycled on TFL managed roads that were less perturbed by large volumes of traffic.
- When the Council designed schemes, it considered all road users as well as the general principles applied to address traffic volumes, basically the less traffic, the fewer movements and the fewer opportunities for collisions.
- The changes the Council was trying to introduce with the investment was aimed to benefit all road users.
- The Council had engaged in an exchange of correspondence with Save the Motorcycle Campaign over the last two years, the issues raised were around parking charges and the removal of 2 motorcycle parking bays out of 330 in the borough, motorcyclists' safety had not been previously raised as an issue.

The Director of Environment and Sustainability and Head of Transport Strategy and Projects informed the Committee that officers were working on a new three-year delivery work programme which was part of the Transport Strategy, this was

scheduled to be presented to this Scrutiny Committee and Cabinet in the autumn/winter. Specific issues relating to motorcycle safety could be covered and included in the delivery work programme. The response to the parking charge consultation were also due to be reported to Cabinet soon.

Action By Director of Environment and Sustainability/Head of Transport Strategy and Projects

A Committee member commented that he agreed with Save the London Motorcycles basic case that the Council's current Transport Strategy failed to recognise that motorcycles were different from cars which he believed was a structural problem had a knock-on effect and underpinned all sorts of decision making. He was of the view that the Council's Transport Strategy should be revised mid scheme to recognise the basic distinction between motorcycles and cars.

The Cabinet Member for a Sustainable Camden disagreed with the Committee members view that the strategy had a structural problem which influenced decision making as the Council promoted safety schemes which benefitted all road users. Remarking that as officers had indicated, a response to these issues could be provided in the report going to Cabinet and coming back to this Committee later in the year.

The Transport and Travel Planning Manager also responding to Save the London Motorcycles Campaign claim that motorcycles were treated the same as cars commented, that as previously advised and accepted by Save the London Motorcycle Campaign, motorcycles were treated based on their impact and the charges proposed were based on their levels of emissions. Information could be provided to specifically show what the differences were and why the policy relating to motorcycles was being applied, which was based on impact and proportionality.

Action By Transport and Travel Planning Manager/Head of Transport Strategy and Projects

The Chair asked that officers continued to engage with Save the London Motorcycle Campaign.

The Committee endorsed the London Living Streets, and Camden Cycling Campaign suggestions, thanking all the deputies for attending the meeting and their deputations.

Consideration was given to the report of the Director of Environment and Sustainability.

In response to Committee members questions, officers advised that:

- With regards to electric vehicle (EV) charging points, the number and location of where they were installed were determined by a number of factors including requests for EV charge points, the data held on the change in electric vehicle permit owners which also determined where charge points were installed as well as points of interest.

- This was subject to change as the uptake in EV's increased.
- In terms of inter-operability most charge point providers were required to have open access; however, in practice this rarely happened for a variety of reasons. Although currently not positive, it was hoped that as the market grew the situation would change
- The Council worked with other London boroughs such as Barnet and Islington taking part in a joint procurement exercise to obtain funding from the private sector for installing EV charging points.
- With regards to residents with disabilities and complex needs, when developing and consulting on the Council's Transport Strategy. Engagement was conducted with groups including those representing the 9 protected characteristics. A comprehensive and evidence-based report was produced which looked at the proportion of trips by disabled people by different types of modes, as well as a comprehensive equalities impact assessment as the framework for the Transport Strategy.
- A detailed equalities impact assessment was conducted for each scheme individually covering the 9 protected characteristic groups as well low-income households.
- On the larger schemes, accessibility audits were conducted with the Council working closely with Camden Disability Action to identify issues that could be improved such as access for wheelchair users.
- The Council also had a borough wide stakeholder consultation list which included groups representing protected characteristics, underrepresented groups and the Disability Oversight Panel to make sure their views were represented.
- In relation to the disabled blind resident that lived in Hampstead Town Ward that made a deputation to Council a while back about clutter on Camden High Streets, the Council had requirements for safe access on any of its streets including minimum width of access. If this was impacted by advertising boards or clutter placed there by businesses or households, the Council provided education advice or took enforcement action where necessary.
- A team from the Council was currently conducting a trial focussing on a number of high streets working with businesses, residents and communities to ensure a clutter free environment.
- Officers agreed to provide information to the Committee member on what steps had been taken to resolve the issues raised by disabled resident in Hampstead Town Ward.

Action By: Director of Environment and Sustainability

- In relation to whether there were tangible health benefits derived from the Transport Strategy, in terms of the monitoring conducted on individual schemes the data had shown an improvement in air quality both within and outside the scheme area. Appendix A to the report also showed a reduction in emissions across Camden over the year. The Council was on track to meet its emissions targets by 2031 based on current projections and improvements.

- With regards to other health benefits such as decline in certain conditions such as asthma this could be referred to the Head of Sustainability, Air Quality and Energy for a response.

Action By Head of Sustainability Air Quality and Energy

- The cycling figures included e-bikes.
- With regards to issues with the implementation of the Healthy Streets Programme, the report does not talk about the specifics of the implementation of that particular scheme, but talked about the scheme generally and one of the metrics that had not progressed as much as it could have in terms of the roll out of the healthy school streets.
- The pace of implementation of the Healthy School Street programme had picked up towards the later part of 2023 with a number of schemes scheduled this year, the intention was to meet the target by 2025 as set out in the 3-year plan.
- The Council faced some challenges on the implementation of one or two of the Healthy Street Schemes, which related to changing the contractor, and issues related to construction.
- It was acknowledged that the Healthy School Streets Programme was an ambitious programme to implement there had been a resourcing issue with a key member of staff leading the scheme leaving the Council mid-way through implementation.
- Officers looked to address any mistakes made along the way. Agreeing with the Committee members comments, that delivering the programme required a significant amount of skilled resource. The service had been restructured over the past year, the resources were now in place to deliver the programme, with learning systems also in place from schemes that had not gone quite so well.

The Chair remarked that it was a good report and thanked officers for attending.

RESOLVED –

THAT the report be noted.

8. USE OF PESTICIDES IN THE PUBLIC REALM

Consideration was given to the report of the Director of Recreation.

Oliver Jones (Director of Recreation) Richard Bradbury (Director of Environment and Sustainability) and Darrell Abercrombie, (Green Spaces Operations Manager) made the following comments in response to members questions:

- With regards to whether the Council proactively encouraged residents to weed their area like other boroughs such as Lambeth, the Council engaged with local groups and those interested in Parks on how they could keep the

parks tidy, how they could plant, as well as what they could do to assist with weeding the environment.

- The Council had the infrastructure to support engagement with the local community and worked with a lot of Community Groups such as think and do the Climate Action Network. Through these various networks Streets collaborated with the Council on a whole range of issues such as the spray free approach as well as with communities that wanted to plant tree pits which attracted a lot of weeds.
- The local work done across the Council via various departments such as the Sustainability Team, Environmental Services, The Trees Team, helped the Council understand what the community wanted in the local neighbourhoods and to provide that support appropriately.
- Rather than distributing leaflets like some other Councils, Camden collaborated with the community in a more focussed way through its networks.
- Camden had a good balanced integrated weed management approach. The Council had some aspects of what other boroughs such as Hackney did in its approach.
- Camden tried to manage the risk between what was suitable and a somewhat grey area where there was no clearly defined right approach.
- Considerable research had been conducted on behalf of Cardiff City Council to determine the climate impact and the right approach. The analysis indicated that alternative approaches had considerable side effects and biodiversity impacts.
- In relation to gardens, the Council does not spray herbicide on a planted area, the only time herbicide was used was to tackle invasive species.
- Although Officers were not aware of the situation in Belgium with regards to statements about the eradication of pesticides, in France the bold statement did not quite match the reality. Organisations when making bold statements about absence of pesticides, were in reality mostly referring to a subset of an area rather than the whole area.
- In relation to use of pesticides, the Council provided an accurate depiction of what it was doing and how it was dealing with the situation and managing the risk.
- It would be ideal to have a situation where the Council did not have to use chemicals, however this was not the case and the Council continued to look at alternatives and best practise.
- The scientific report from the EU was confusing, the guidance provided was not clear.
- Managing green spaces required a wholistic approach and one aspect of this was conservation led maintenance which was introduced by the Council over 7 years ago, this was aimed at improving the soil as well as using manual techniques to improve the turf.
- The Council had trialled other different methods such as the hot foam trial which was not successful and conversations continued to be had across London about alternative options.
- The Council was carrying out a lot of planting however if selective herbicides were not used it would result in more weeds.

- Educating people by way of guidance, explaining what the Council did and why it was done. There were some elements of this in the biodiversity plan. Officers could look into providing this information on the Council's website.

ACTION BY: Director of Recreation/Green Spaces Operations Manager

- Officers agreed to provide the Committee with an update on the Biodiversity Action Plan in the new municipal year.

ACTION BY: Director of Recreation

Members made the following comments:

- The efforts being made by the Council to reduce the use of pesticides were welcomed, however there should be less herbicide use and the Council should more proactively engage with street groups on how to control weeds, as well as work closer with neighbouring boroughs and NLWA partners.
- The Council should look to raise general awareness and knowledge of why it was using pesticides in the public realm.

Officers were thanked for their report.

RESOLVED –

THAT the report be noted.

9. WORK PROGRAMME

Consideration was given to the report of the Executive Director Supporting Communities.

RESOLVED –

THAT the Work Programme be noted.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

The meeting ended at 9.08 pm.

CHAIR

Contact Officer: Sola Odusina

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MINUTES END

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THE LONDON BOROUGH OF CAMDEN

At a meeting of the **CULTURE AND ENVIRONMENT SCRUTINY COMMITTEE** held on **MONDAY, 26TH FEBRUARY, 2024** at 6.30 pm in Committee Room 1, Town Hall, Judd Street, London WC1H 9JE

MEMBERS OF THE COMMITTEE PRESENT

Councillors Awale Olad (Chair), Camron Aref-Adib, Nina De Ayala Parker, Sharon Hardwick, Matthew Kirk, Izzy Lenga, Rishi Madlani and Stephen Stark

MEMBERS OF THE COMMITTEE ABSENT

None.

ALSO PRESENT

Councillors Danny Beales (Cabinet Member for New Homes, Jobs and Investment), Pat Callaghan (Cabinet Member for Safer Communities), Richard Cotton, Nasrine Djemai (Cabinet Adviser on Safety for Women and Girls), Gio Spinella and Sue Vincent.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Culture and Environment Scrutiny Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. APOLOGIES

There were none.

2. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA

Councillor Matthew Kirk declared in relation to item 6 (Camden Evening and Night-time Economy report) that he was Treasurer of the London Piano Festival Association at Kings Place which was just outside the boundary of the borough.

Councillor Rishi Madlani in relation to the same item declared that he was a Council member of RADA which had a licensed venue in the borough.

3. ANNOUNCEMENTS (IF ANY)

The Chair announced that the meeting was broadcast live by the Council to the Internet and could be viewed on the website for six months after the meeting. After that time, webcasts were archived and could be made available on DVD upon request. Those who were seated in the room or participated via Teams were deemed to have consented to their contributions being recorded and broadcast and to the use of those sound recordings and images for webcasting and/or training purposes.

4. DEPUTATIONS (IF ANY)

The Chair informed members that four deputations had been received and accepted, copies of the deputation statements were included in the supplementary agenda.

The 4 deputations related to item 6, the Camden Evening and Night-Time Economy Report and were from Barbara Brownlee – Chief Executive Soho Housing, Katie Gemmell - Chair Tenants and Residents Association Camden Town (TRACT), David Kaner – on behalf of Covent Garden Community Association and Tricia Richards – Chief Executive Castlehaven Community Association.

The Committee was informed that the deputations would be heard when that item was reached on the agenda.

5. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There were none.

6. CAMDEN EVENING AND NIGHT-TIME ECONOMY REPORT (SC/2024/02)

Consideration was given to the deputation statements referred to in Item 4 above.

Superintendent Jack Rowlands Met Police Officer was in attendance and was invited to comment on the deputation statements and the Evening and Night-Time Economy Strategy.

He informed the Committee that from the Police perspective the Nighttime Economic strategy impacted the higher generating crime wards not only in the borough but across London, highlighting that Bloomsbury and Camden Town were amongst the top 20 of the highest generating crime wards in London. Remarking that although the Police had dedicated town centre teams, emergency response teams and other units that policed those areas, resources were limited and there was not likely to be an increase in resources in the near future. He was of the view that putting communities first, connecting and listening to residents' needs was always the right way to go as well as being mindful that there were both positive and negative impacts of the

strategy. Commenting that Camden did not want to see an increase in crime and anti-social behaviour in the area providing reassurance that he would work with the Council to mitigate it.

The following responses were given by the deputies to members questions:

- The strategy appeared to be concentrating on post-midnight drinking, it needed diversification and to include things that would encourage young people and families to get out and about. This included developing nondrinking and non-alcoholic venues.
- The Council should consult with young people and should not assume it was only about alcohol venues.
- Residents did not like the proposals in the policy to remove the cumulative impact zones in areas around Camden Town.
- There were a lot of issues with the strategy particularly in relation to anti-social behaviour in the green space off of Camden High Street. There were health and safety risks with broken glass and cabs causing noise nuisance in the early hours of the morning when picking up patrons.
- The concern for residents was that the Licensing Policy was based on the Evening and Night-time Economy Strategy which was proposing to extend the hours for all venues including alcohol serving venues.
- The issue also for residents was that balance was not included in the vision. The Licencing Policy was looking to extend the hours for venues and remove cumulative impact areas which would increase the consumption and sale of alcohol in the area on the other hand there was not enough balance and consideration provided from the point of view of residents.
- A range of diverse and different types of venues could not flourish in the borough presently until the prevalence of alcohol led venues was reduced.
- In terms of consultation on the strategy and involvement with the Citizens Assembly, Katie Gemmell was asked for her comments prior to the Citizens Assembly being established and applied to be involved in the Citizens Assembly but was not selected and was not involved. The only input she had was to respond with the deputation when the draft Citizens Assembly report went to Committee.
- In relation to the strategy being aligned with the Licensing Policy, Katie Gemmell was of the view that the strategy needed to be in place and several policy work streams developed. The strategy needed to be developed to balance the needs of all the stakeholders.
- David Kaner was involved in pre-discussion and applied to be on the Citizens Assembly but was not selected and not given the opportunity to participate. The only time he got to participate in the process was to comment on the presentation on the first day the Citizens Assembly met.
- The Citizens Assembly report was produced and then the Licensing Policy was derived from the Nighttime Economy Strategy, there was no discussion with residents in between the production of the two reports.
- There was a lot of good stuff in the strategy, however residents wanted a vision statement that had been debated, discussed and agreed on.

- A priority for the Council that needed to be addressed was to review how the evening and nighttime hot spots were managed, to work with local partners to ensure there was active stewardship in street problem solving.
- The problem and issue for residents and families was the disturbance after 11pm, the evening activities before this were fine.
- Families were moving out of their apartments in Camden because of the number of nighttime activities and associated issues which were preventing kids from sleeping at night.
- Tricia Richards highlighted that the feedback from residents that lived close to Camden Market and the High Street had indicated that the area became loud and noisy after 11pm and residents did not want their kids on the street anywhere near Camden market in the evening because the streets were not safe. Most of the demography of the area had changed over the last two years with more Air Bed and Breakfast accommodation and short term lets becoming prevalent in the area.
- Everybody appreciated the importance of the nighttime economy for the borough, however the strategy required more work, more imagination, more partnership work which would take residents views into consideration was what was being asked for.

Committee Members made the following comments:

- I believe this strategy was what was really needed and was welcomed. It corrected the imbalance towards it being massively weighted to anti-nighttime economy over the past decade. The nighttime economy was at the heart of Camden and was what made Camden an amazing creative borough.
- Reference to drinking in the strategy was not mentioned enough given the effect that it had on the Community, the strategy should be withdrawn and worked on further to take on board the views of residents.
- I agree with the deputees view that the vision statement does not reflect the concept of balancing the needs of residents. A lot of the process had focussed on the Citizens Assembly. Although the strategy was good in many ways, if stakeholders such as Tenants Residents Associations and Community Associations had been consulted more along the way and allowed to respond when it was at the draft stage it would have been a better strategy.
- Camden was a vibrant borough, fighting to keep its nighttime economy alive. It was an industry worth in the region of £955m which needed protection because it employed so many people in the borough, brought in many visitors and contributed to business rates payments.

Councillor Beales (Cabinet Member for New Homes, Jobs and Investment), Gillian Marston (Executive Director Supporting Communities), David Burns (Director of Economy Regeneration and Investment and Patrick Jones (Business Growth

Manager) made the following comments in response to the deputations and members questions:

- The Council used the Citizens Assembly to conduct varied and significant consultation on the Nighttime Economy Strategy. People were independently and randomly selected resulting in a group of people that were demographically representative of the community.
- There were a number of useful Citizen Assembly sessions of which the Cabinet Member for New Homes, Jobs and Investment attended one listening to the views of participants. Some Councillors also attended some of the sessions.
- Other consultation included online surveys, use of a stakeholder group which worked with the Council throughout the process, Area based workshops which were open to all who wanted to participate, independent consultants were recruited to interview stakeholders. Council Officers and the Cabinet Member did a nighttime walk about visiting venues including the Youth Centre and Youth Council, talked to residents, people that worked in the venues and neighbours. The Council also engaged with the GLA who were kept up to date with the process.
- The Council engaged with over 1500 people, majority of which were residents also running disability workshops and engaging with Age Concern UK the group for older residents.
- There were wide ranging diverse, different and conflicting views from residents and various groups. The feedback from all the various forums and consultation fed into the strategy and report.
- In terms of balance residents were referred to 14 times in the document and were very much key stakeholders alongside businesses, visitors and workers. The strategy's vision referred to the borough being welcoming, safe and inclusive for residents, businesses and workers.
- The status quo was not helping anyone, the strategy was seeking to remedy issues the deputees had referred to such as safety, better management of venues and liveability.
- The Strategy does not refer to extended hours or cumulative impact areas, that related to the Licencing Policy which was a separate process and subject to further consultation and engagement.
- Some suggestions made by the deputees including transport movements, street cleaning, women's safety were already included in the strategy. In addition, helpful suggestions provided by the Cabinet Advisor on Safety for Women and Girls would be incorporated into the strategy.
- The Council was seeking to balance the needs of residents, businesses and visitors and improve case management. Committing £1.4m more to street cleaning and jet washing of the high streets in the evening and at night.
- Engagement with the community had been significant, the deputees had indicated that they were not happy with the engagement that had occurred. However, this was the start of a process, where an ongoing Stakeholder Panel would be established which would include residents and would oversee

the delivery of the strategy including identifying gaps and develop actions to remedy issues.

- The strategy does refer to family friendly evenings, a focus on culture, promoting alternatives to alcohol, cleaning streets, improved lighting and making the evening and nighttime economy much more family friendly was a key part of the document.
- The key vision of the strategy was for the borough to be a safe, welcoming inclusive place for all with an Independent Panel of stakeholders overseeing the delivery of this.
- The strategy document was widely advertised, there was nothing preventing Housing Associations and other organisations from engaging in the consultation. There was widespread interest, the Council made a significant effort to go above and beyond engaging with people. It was accepted that some people felt that insufficient consultation was conducted, the Cabinet Member apologised for this indicating that this would be reflected on and learnt from going forward.
- The document was a positive document that reflected a majority of the issues that had been discussed today.
- The document does talk about a balanced approach which met the needs of visitors,
- The Council had also had a full debate on the evening nighttime economy which was open to all and which a lot of the people present this evening had participated in. The need for balance to address the issues and concerns people had as well as the scope to innovate and grow responsible evening and nighttime economy businesses were discussed.
- People had raised concerns that the borough was losing cultural venues, community pubs with many struggling to survive. The Council was seeking to support these types of businesses as well as growing a family friendly responsible culture led evening and nighttime economy offer to keep the borough's high streets thriving, whilst also addressing concerns some residents had about management of poorly managed venues.
- Some actions in the strategy included activation of public spaces in the evening which were accessible for families and did not cost a lot of money, improving employment standards, working with partners to look specifically at safe travelling to and from work in the evening.

Councillor Sue Vincent with the agreement of the chair also addressed the Committee informing the Committee that she was concerned that the appropriate information on noise nuisance, complaints from residents and anti-social behaviour had not been presented to members. She was of the view that the nighttime economy caused a lot of disturbance for residents and in agreement with the deputies asked that balance from the point of view of the residents be included in the vision statement of the strategy.

Responding to a Committee member's question, the Cabinet Member for New Homes, Jobs and Investment commented that although the strategy document referred to balance many times, when introducing the report to Cabinet he would

specifically talk about the need for balance which would be minuted at Cabinet as the intention of the strategy, should the report be agreed. Priority for place management which had come through strongly at this meeting would be included as an important action for the Stakeholder Panel as well as inclusion of resident representation on the Panel.

Councillor Kirk proposed a recommendation which was seconded by Councillor Stark that the strategy be withdrawn and a proper full consultation process which included the deputees, Chairs of Tenants Residents Associations and Community Associations took place to develop a strategy to manage the balance between residents and businesses.

The Committee voted on the recommendation and by a vote of 2 in favour and 5 against

Resolved

That the recommendation be rejected.

The Chair thanked the deputees, the Cabinet Member, Councillors and officers for attending.

RESOLVED –

THAT the report be noted and recommended that Cabinet approve the recommendations in the report.

7. REDUCING VIOLENCE AND ABUSE FOR WOMEN AND GIRLS

Consideration was given to the report of the Cabinet Adviser on Reducing Violence and Abuse for Women and Girls.

Councillor Nasrine Djemai Cabinet Adviser on Reducing Violence and Abuse for Women and Girls gave the following key responses to questions:

- Domestic abuse and violence covered a huge area, in future she would want to look into how this affected the LGBT community and would want to speak to LGBT charities and organisations.
- A way of creating safe venues in the borough was to have open lines of engagement, encouraging venues to have a collaborative approach for example this would involve sharing information about perpetrators of harassment or violence between venues and alerting the police.
- Self-defence was one of the tools people could use to look after themselves and act confidently. Nine times out of ten perpetrators of violence were deterred from trying to approach a person that acted confidently.

- Self-defence was not only a good tool used for defending yourself from an attack/harassment, but it was also good for physical and mental wellbeing and the confidence from this could be used throughout all aspects of life. It would be good if this could be shared throughout all Camden schools providing kids the opportunity to take this up if they wished.
- Discussion about self-defence had taken place with kids at Regents Park School who had shown an interest in taking this up.
- Hopscotch was already undertaking a project in Haverstock School with focussed sessions among young people on positive masculinity and negative behaviours. Attitudes were slowly beginning to change, the challenge was how this could be sustained long term and the service spread across all schools in Camden.
- In relation to discussions with young boys about Andrew Tate, the discussions were quite uncomfortable for the young boys as they appeared not to have been exposed to these conversations. The discussions needed to include a whole range of issues, however discussions about Andrew Tate did not feature that much in the conversations.
- An experience of a single mum with a 14-year-old son was that the son was aware of who Andrew Tate was from social media he was however not seen as someone who was good or admired. A way of tackling this was through continued education of children from a young age.
- Having self-defence on the secondary school curriculum along with Personal, Social, Health and Economic Education (PSHE) would shape the way violence and harassment was viewed.
- There was the need to have more women in all areas that crimes and harassment of women could be reported to and who could serve as role models.
- Educating children in primary school about decency and about respect for women was already being done through reading and storytelling and speaking about kindness. It was suggested that it was important to have this in secondary schools because that was when there was more awareness.
- In terms of the Police Strategy of tackling violence against women, the Executive Director Supporting Communities advised that a report was due after 12 months. At the moment it was only 4 ½ months into the strategy, there was no outcome yet because it was new.
- A lot of women when reporting incidents of sexual harassment to the Police had felt a sense of despair as they were either not taken seriously or not believed, particularly when reporting to male police officers.
- It was important that people were educated and made aware, this included educating older men as well.

- The issue of violence and abuse against women and girls was a societal issue affecting everyone and the idea was to have a central space with the available resources and information.
- In the modern age of technology, it should not take too long to set something up which provided a link to all the resources in the borough. It was suggested that the Council could actively take a stake in having a platform and offering this to residents so they could access the service they required. Making access available to everyone.
- A way of tackling and publicising the issue was to make use of public spaces such as bus stops, schools and also using online platforms such as Instagram and twitter to call out abuse and hope it served as a deterrent. This would also create an awareness and a cultural shift.
- An example of this was the Mayor of London's recent call out campaign with posters on Transport for London. This had caught a lot of attention and has had a positive effect.
- There were suggestions that representatives from the Youth Council, students from Universities could be approached to provide more information on these issues regarding violence, abuse and sexual harassment faced by these groups.

The Cabinet Member for Safer Communities commented that it had been a learning curve for her thanking the Cabinet Adviser for her commitment and hard work and for taking the opportunity to shape the Council's approach to safety for women and young girls.

The Chair informed the Committee that the Violence Against Women and Girls Update should have come to this Committee meeting but there had been a mix up in terms of producing the report, the Council's position on violence against Women and girls was due to be presented to the next meeting of the Committee.

The Cabinet Adviser was thanked for her excellent report and

RESOLVED –

THAT the report be noted and that the recommendations as set out in the report be endorsed by the committee.

8. WORK PROGRAMME

Consideration was given to the report of the Executive Director Supporting Communities.

The Committee discussed the Work Programme, with members suggesting that the following items be included on the Work Programme for 2024/25:

- GLL or Better Leisure Centre to understand what they were doing in Camden considering they had financial difficulties,
- An item on Culture, and Libraries
- Royal Mail be included on the Work Programme to discuss issues with missing post-delivery in the borough.

RESOLVED –

THAT the Work Programme be noted.

9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

The meeting ended at 8.58 pm.

CHAIR

Contact Officer: Sola Odusina
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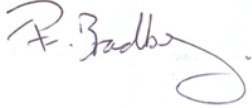
MINUTES END

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Camden Clean Air Action Plan 2023-2026: Year One Progress Update	
REPORT OF Director of Environment and Sustainability	
FOR SUBMISSION TO Culture and Environment Scrutiny Committee	DATE Monday 15 th July 2024
<p>SUMMARY OF REPORT</p> <p>The report provides an update on the progress made during the first full year of delivery of the Council’s statutory Air Quality Action Plan: the ‘Camden Clean Air Action Plan 2023-2026’. 69% of ‘Clean Air Outcomes’ set out in the Action Plan are categorised as ‘in progress’ or ‘completed (ongoing)’.</p> <p>The report also presents an overview of the latest full year of air quality monitoring data for Camden, which shows that annual nitrogen dioxide air pollutant reduced at the majority of automatic monitoring sites, and fine particulate matter air pollution reduced at all monitoring sites.</p> <p>Finally, the report sets out the priority activities for the forthcoming year and brings to the attention of the Committee some proposed activities and policy changes that may require the Committee’s consideration. These include the ‘Year of Clean Air for Camden Schools’, the continuation of the ‘London Wood Burning Project’, and the delivery of projects funded through successful bids to the Mayor’s Air Quality Fund.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Tom Parkes, Air Quality Programme Manager Sustainability, Air Quality and Energy 5 Pancras Square London N1C 4AG</p> <p>Tom.Parkes@camden.gov.uk</p>	
RECOMMENDATIONS	

That the Culture and Environment Scrutiny Committee consider and comment on the following aspects of the report:

- i. Year-one delivery progress against the Camden Clean Air Action Plan 2023-2026
- ii. Headline actions for delivery during 2024/2025

Signed:

A handwritten signature in blue ink, appearing to read 'P. Badby', with a stylized flourish at the end.

Date: 2 July 2024

1. Purpose of Report

- 1.1. This report gives a progress update on the first full year of the Council's statutory Air Quality Action Plan: the 'Camden Clean Air Action Plan 2023-2026'. The report also sets out the priority activities for the forthcoming year and brings to the attention of the Committee some proposed activities and policy changes that may require the Committee's consideration.
- 1.2. The report also presents an overview of the latest full year (2023) of air quality monitoring data for Camden.

2. Background and context

- 2.1. The [Camden Clean Air Action Plan 2023-2026](#) (CAAP 23-26) came into effect on 1 January 2023. The CAAP 23-26 fulfils the Council's statutory duty to have a current Air Quality Action Plan (AQAP) in accordance with Part IV of the Environment Act 1995.
- 2.2. Air quality remains the largest environmental risk for public health and both short-term and long-term exposure to air pollutants can have an adverse impact upon human health. The burden of air pollution in London is equivalent to 3,600 to 4,100 deaths each year, and 7.7% of all mortality in Camden is attributable specifically to particulate matter (PM_{2.5}) air pollution.
- 2.3. Children, older people, and people with existing health conditions are more susceptible, and lower-income neighbourhoods and minority ethnic communities are generally exposed to higher concentrations of air pollutants, thereby increasing the risk for health. Consequently, air pollution is regarded as an important factor contributing to health inequalities and social injustice.
- 2.4. Camden Council was the first local authority to have aligned its air quality objectives with the guidelines recommended by the World Health Organization. In effect, this sets an ambition beyond UK legal requirements.
- 2.5. The purpose of the CAAP 23-26 is to set out a four-year delivery programme to progress the Council's efforts to achieve the World Health Organization (WHO) air quality guidelines borough-wide by 2034. These guidelines were adopted as Camden's local air quality targets in March 2022 and formalised in the [Camden Clean Air Strategy 2019-2034](#), which describes the community vision for a borough '*where no person experiences poor health because of the air they breathe*'.
- 2.6. The CAAP 23-26 was published for public consultation in August 2022. Consultation activities included online engagement, drop-in sessions in libraries, health engagement events and a parents' forum. A revised CAAP 23-26 was considered by Culture and Environment Scrutiny and Cabinet in December 2022, where it was approved and adopted.

- 2.7. The CAAP 23-26 presents 36 ‘Clean Air Outcomes’: distinct achievements with a deadline no later than the end of 2026, that will help to reduce air pollution or population exposure to air pollution, and with a particular focus on activities that proactively help to tackle the unequal health burden caused by poor air quality.
- 2.8. The CAAP 23-26 also details interim targets as part of a longer-term trajectory for achieving the Council’s WHO-aligned objectives in Camden by 2034.
- 2.9. This report provides an overview of progress on the 36 Clean Air Outcomes as of the end of 2023 (the statutory air quality reporting year), offers further detail on headline activities, and summarises the latest full year of air quality monitoring data.
- 2.10. Additionally, the report describes five headline activities that have commenced or are due to start during 2024 and 2025, with a note of potential need for consideration by the Committee.

3. Progress against the 36 Clean Air Outcomes during 2023

3.1. Table 1 below shows progress made during 2023 on the 36 Clean Air Outcomes in the CAAP 23-26, by thematic grouping.

Theme	Total no. Outcomes	Not yet started	Early steps	In progress	Complete (ongoing)
Reducing emissions from construction	5	1		3	1
Reducing emissions from buildings	4	1	1	1	1
Reducing emissions from transport	5		1	2	2
Supporting communities and schools	10	2	3	4	1
Indirect emissions and lobbying	5				5
Public health and awareness	4			3	1
Indoor air quality and occupational exposure	3	1	1	1	
Total	36	5 (14%)	6 (17%)	14 (39%)	11 (30%)

3.2. At the end of 2023, 30% of Outcomes had been completed and 39% of Outcomes were in progress. 17% of Outcomes involved activities in their infancy, including for example the formation of partnerships and stakeholder groups, identification of funding, and project ideation. 14% of Outcomes were yet to start but were programmed to commence during 2024 and 2025.

- 3.3. Outcomes ‘not yet started’ were for:
- reducing emissions from construction site generators;
 - reducing emissions from standby diesel generators on buildings;
 - working with NHS to undertake anti-idling engagements in the vicinity of hospitals and healthcare centres;
 - reducing emissions from street food vending;

- producing indoor air quality and occupational exposure guidance for businesses.
- 3.4. Some of the Outcomes cannot truly be ‘completed’ because they require ongoing work to ensure positive effects are maintained. These Outcomes are considered as ‘ongoing’ which infers that the necessary steps have been taken to achieve the desired outcome but that continued work is required.
- 3.5. The CAAP 23-26 contains Clean Air Outcomes for “Reduced emissions from building heating systems” and “Reduced emissions from road vehicles” (Outcomes 6 and 11, respectively). These Outcomes seek to address two of the most significant sources of air pollution in Camden, however, they are not discussed in this report because the majority of the activity towards the Outcomes is covered principally by the Climate Action Plan 2020-2025 and the Camden Transport Strategy (and its associated Delivery Plans). The content of this report therefore focuses on activities which are delivered solely within the scope of the CAAP 23-26 and the Council’s air quality programme. The full list of Clean Air Outcomes in the CAAP 23-26 can be viewed in [pages 62-68](#) in the Camden Clean Air Strategy 2019-2034 and Camden Clean Air Action Plan 2023-2026 document.

4. **Headline activities during 2023**

- 4.1. Camden jointly led the Defra-funded **London Wood Burning Project (LWBP)** alongside Islington. During 2023 the project undertook a survey of 5,000 Londoners, published two reports and delivered a significant awareness-raising campaign throughout the 19 participating local authorities. Please see this link for further information about the project: [London Wood Burning Project](#).
- 4.2. The LWBP public survey identified that 19% of households across the 19 participating boroughs have access to solid fuel burning stoves or open fireplaces, with approximately 80% being owner-occupiers. The most common reason given for using a solid fuel burning stove was that it “creates a nice atmosphere”, and a larger portion of fireplace and stove users believed that solid fuel burning had a positive impact on air quality. Among respondents who were thinking of installing a stove, the main justification for doing so was that “it’s cheaper than central heating”.
- 4.3. The project’s Air Quality Data Collection report, produced by Imperial College London, highlighted the potential for all types of wood and solid fuel burning appliances to adversely affect local air quality and identified that the smell of woodsmoke is a good indicator for an elevated presence of health-damaging particulate matter (PM_{2.5}) air pollution.
- 4.4. A Health Impact Evaluation report, produced by Ricardo Energy and Environment, presented a quantification of the healthcare costs associated with wood and solid fuel burning in London. The report concluded that wood and solid fuel burning costs London £197m per year through healthcare costs and economic losses, causing the equivalent of 284 deaths, 80 respiratory

hospital admissions and 90 new cases of asthma among children every year. The estimated costs specific to Camden were £4.5m per year.

- 4.5. Following the publication of these reports the LWBP produced and launched an awareness-raising behaviour change campaign to build public awareness. The campaign achieved 15.5 million (m) radio ‘impacts’ (opportunities for listeners to hear the campaign advert), 26.5m impressions from Google Adverts, 700k impressions via Meta platforms, additional impacts (although harder to quantify) from the 20 public billboard sites and 161 buses, and earned media coverage in national publications.
- 4.6. The **Camden Air Quality Monitor Loans Project** was launched in October 2023 following the success of the household sensor loan project trialled in Somers Town as part of the Somers Town Future Neighbourhood programme. The Camden Air Quality Monitor Loans Project involves the expansion of the concept to cover the rest of the borough, with five indoor air quality sensors available for residents to borrow for a one-month period. One additional sensor was purchased for the Kentish Town Library of Things.
- 4.7. The indoor air quality sensors display current particulate matter (PM_{2.5}) and volatile organic compound (VOC) air pollutant concentrations, as two of the most prominent indoor pollutants. The behaviour change information conveyed through the Project builds on learnings from the Camden Household Air Monitoring Project (CHAMP) that was led by London School of Economics with support from the Council. The CHAMP found that the provision of indoor air quality monitoring helped occupants to adjust ventilation and make other changes to substantially reduce indoor pollution levels.
- 4.8. By the end of 2023, ten Camden households had participated in the new Camden Air Quality Monitoring Loans Project, with a further 20 on a waiting list. You can read more about the project here: [Air quality monitor loans - Camden Council](#).
- 4.9. A bi-monthly **Clean Air for Camden e-newsletter** was launched in July 2023 and at the end of 2023 had 400 subscribers. Each edition provides a brief overview of the Council’s air quality projects, interesting news related to the air quality programme, and any opportunities for readers to get involved in projects or engagement activities. The newsletter has been used to promote the Camden Air Quality Monitor Loans project and the publication of each edition has led to an uptick in the number of requests for home indoor air quality sensors, suggesting that readers are engaging with the newsletter in a positive way. You can sign up to the newsletter here: [London Borough of Camden \(govdelivery.com\)](#).
- 4.10. **Securing £170,000 in Defra Air Quality Grant** funding for the ‘Clean Air for Schools’ programme, to commence in early 2024. Clean Air for Schools will involve engagement with schools in Camden to deliver air quality awareness-raising activities and to strengthen connections between existing projects including the school asthma nursing service, Travel for Life, Climate

Connectors, Asthma Friendly Schools, and Healthy School Streets to maximise beneficial impact.

- 4.11. The Clean Air for Schools programme will also help to identify viable technical projects to reduce the emissions of air pollutants from school activities, or to introduce practical measures to reduce pollutant exposure in the school.
- 4.12. Producing and submitting three **further grant applications to the Defra Air Quality Grant Scheme** for projects led by or delivered within Camden, and supporting two additional multi-borough projects led by other authorities. In total, in excess of £1.3m has been secured to support air quality projects in Camden. The proposed projects address pollution sources including street food trading, commercial kitchens, domestic wood burning, and household indoor air pollution.

5. Air quality data for 2023

- 5.1. Automatic nitrogen dioxide NO₂ monitoring data show that annual mean levels for 2023 were lower than for 2022 at three out of four monitoring sites, with only one site exceeding the legal limit for NO₂ (40µg/m³; Euston Road). Two sites had already met the Council's 2026 interim target (30µg/m³; Bloomsbury, Camden High Street) (see Graph 1 in Appendix).
- 5.2. Automatic particulate matter PM_{2.5} monitoring data show that annual mean levels for 2023 were lower than for 2022 at all four monitoring sites, with all sites now meeting the Council's 2030 interim target (10µg/m³) (see Graph 2 in Appendix).

6. Headline activities for 2024 and 2025

- 6.1. The headline activities for 2024 and 2025 are currently as follows:
- 6.2. The **Year of Clean Air for Camden Schools** is the culmination of the Defra-funded Clean Air for Schools programme mentioned in section 4. School engagement activities will be delivered throughout 2024/25 to build awareness of air pollution among children, parents and teachers, and to deliver projects to help schools improve air quality and reduce air pollution exposure for pupils. You can visit the project website at [The Year Of Clean Air For Camden Schools](#).
- 6.3. The Year of Clean Air for Camden Schools will culminate in a large-scale celebration event on Clean Air Day in June 2025, highlighting activities that have taken place and announcing the next steps for further action.
- 6.4. As noted in section 4 above, **Domestic wood burning** is an avoidable but growing source of air pollution in Camden. The Environment Act 2021 amended the Clean Air Act 1993 to enable local authorities to adopt a civil enforcement regime and bring canal boats into scope of smoke control area rules.

- 6.5. Currently, smoke control contraventions in Camden are enforced by the Noise and Pollution Team within Environmental Health, however regulatory requirement for engagement with complainants and perpetrators places a significant burden upon enforcing teams. Furthermore, the challenge in obtaining sufficient evidence about contraventions means that no enforcement actions have taken place in Camden, nor in any other local authority in London.
- 6.6. A proposed new approach to this issue will be developed in 2024/25. The ambition is to create a viable enforcement mechanism whereby residents affected by chimney smoke are able to notify the Council, triggering correspondence with the contravening household to encourage cessation of the offending activity or, failing that, a financial penalty.
- 6.7. The significant interest in the Camden Air Quality Monitor Loans project has shown that there is a need to expand capacity for providing Camden residents with information about air quality inside their homes. A successful application was submitted to the Mayor's Air Quality Fund (MAQF) in January 2024 for a new **Community Air Quality Champions** project to be launched during 2024.
- 6.8. The project will engage with residents and build awareness about air pollution as a risk for health, to promote the individual actions to reduce emissions and exposure, and to empower and support local projects. This will include purchasing additional home indoor air quality sensors to reduce the waiting time for requests, with a subset of sensors ringfenced specifically for households with an identified or diagnosed vulnerability such as asthma or heart disease.
- 6.9. It will be highly advantageous for ward councillors to support the project by supporting the health-awareness messaging and facilitating participation in community activities where possible.
- 6.10. Camden submitted four additional applications to the **Mayor's Air Quality Fund** for projects aligned with different Outcomes from the CAAP 23-26. All four of these bids were also successful and the resultant projects will commence during 2024/25 as follows:
- The London Wood Burning Project will continue as 'LWBP2' and will be jointly led by Camden and Islington. The project will provide training and materials to support the investigation and enforcement of household wood burning complaints in smoke control areas across 19 London boroughs, with additional awareness-raising campaign activity utilising the assets developed through the original project.
 - The successful 'Idling Action London' project will resume with Camden and Hounslow jointly leading a consortium of 21 London boroughs. The project will reduce avoidable air pollution from vehicle engine idling, with a particular focus on idling within commercial vehicle fleets. Additionally, the project will improve the enforcement landscape across London and will build public awareness about the impact of vehicle engine idling by re-launching the 'Engine Off. Every Stop' campaign.

- The ‘Cleaner Filming for Camden’ project will reduce air pollution from filming in Camden. On-location film sets are usually powered by diesel generators and this represents a source of air pollution and carbon emissions in Camden, with 910 licensed filming days in the borough in 2023. The Council is partnering with FilmFixer to develop an air pollution reduction programme for the film industry.
- The ‘Healthy Waterways’ project is jointly led by Camden, Hackney and Newham councils with 11 additional participating boroughs. The project will gather evidence on how canal boaters are affected by air pollution and will help to identify opportunities for reducing emissions from heating, propulsion, and onboard electrical power. It will look to encourage changes to reduce air pollution and carbon emissions, improving health and building climate resilience, to make London’s waterways more sustainable and healthier for everyone.

7. Risks

- 7.1. No new risks have emerged during the first year of CAAP 23-26 delivery.
- 7.2. The primary residual risks associated with CAAP 23-26 delivery relate to the availability of external funding to support work on the 36 Clean Air Outcomes, and the influence of ‘transboundary’ (non-Camden-derived) air pollution which may limit progress towards the Council’s WHO-aligned air quality targets.
- 7.3. The Council’s Air Quality Team has achieved significant success in securing external grant funding from the Defra Air Quality Grant Scheme and the Mayor of London’s Air Quality Fund (MAQF), which collectively have funded seven ongoing projects including three priority projects for 2024 and 2025 as noted in Section 6 above. The long-term availability of external grant funding is unclear and is expected to change. In any case, every effort will be made to fund delivery of the CAAP 23-26 from external grant funding.
- 7.4. Transboundary air pollution contributes a significant portion of the overall PM_{2.5} in the air in Camden. Consequently, there is a risk that it will be challenging to meet the 2034 targets for NO₂ (10µg/m³) and PM_{2.5} (5µg/m³), regardless of the success in reducing on-borough sources of air pollution.

8. Finance Comments of the Executive Director Corporate Services

- 8.1. This report does not introduce a financial risk for the Council as the costs of the programme are contained within existing budgets. The Camden Clean Air Action Plan 2023-2026 was approved by Cabinet in December 2022 and came into effect in January 2023. The continued delivery against the CAAP 23-26 does not incur additional revenue or capital costs, and the majority of the projects started as part of the CAAP 23-26 are funded from external grants.

8.2. Camden's Finance service was consulted during the governance process involved in taking the CAAP 23-26 to Cabinet in December 2022.

9. Legal Comments of the Borough Solicitor

9.1. The CAAP 23-26 maintains the Council's compliance with the statutory responsibility for local authorities to have an up-to-date Air Quality Action Plan under Part IV of the Environment Act 1995.

9.2. Legal comments are contained in the body of the report.

10. Environmental Implications

10.1. The CAAP 23-26 commits to the delivery of projects that improve local air quality and protect public health. Many projects and behaviour change activities have benefits for climate because local air pollutants are often caused by the combustion of fossil fuels that drive global heating. For example, work to reduce pollution from domestic wood- and coal- burning will provide a climate and ecological benefit in addition to the local improvement in air quality and public health, because wood and coal fuels are the most climate-damaging heating fuels.

10.2. Camden's air quality, climate and transport strategy programmes are coordinated to ensure that the CAAP is implemented in a mutually supporting way. As such, the CAAP has a positive impact upon Camden's environment.

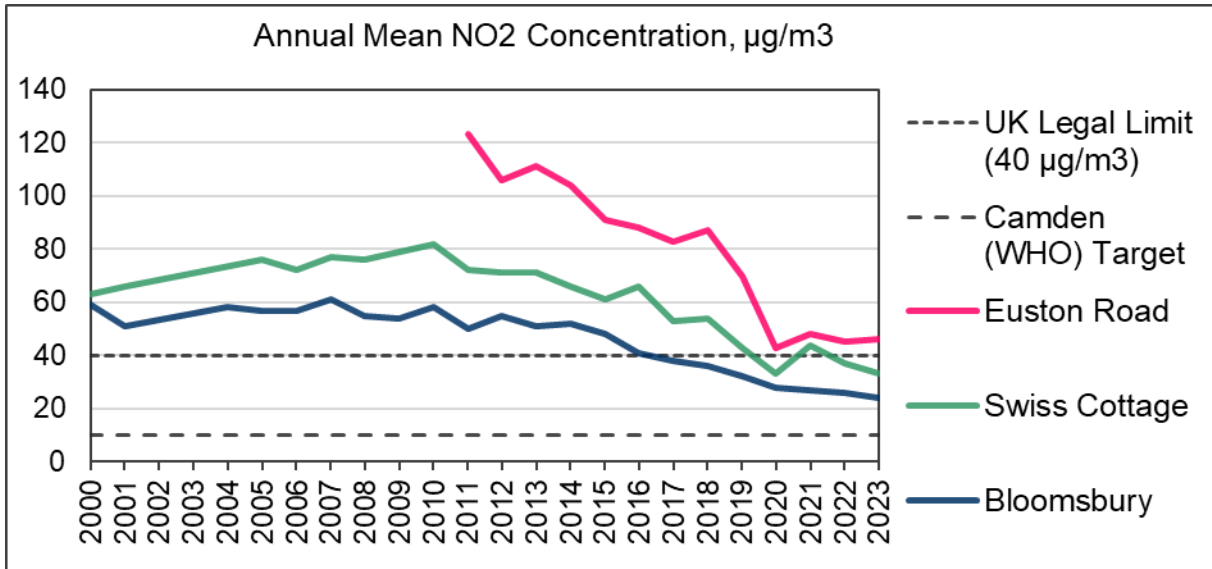
REPORT ENDS

Appendix:

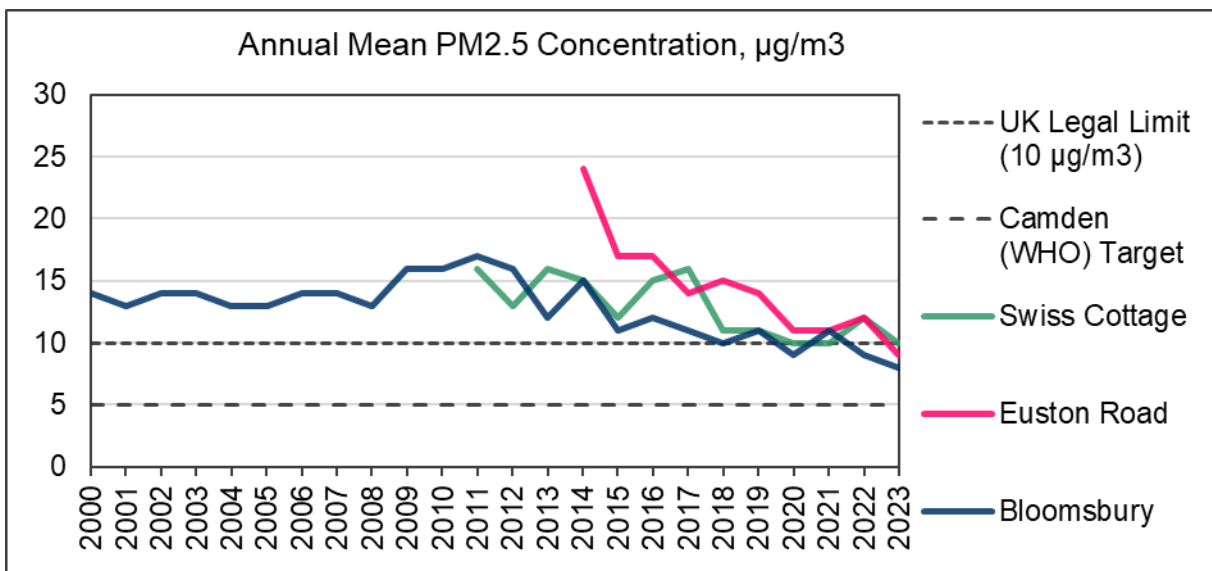
Appendix: Air Quality Data for 2023

APPENDIX

Graph 1: Annual mean NO₂ concentration at automatic air quality monitoring sites, 2000-2023. Data series are listed in descending order from highest 2023 annual mean to lowest. UK legal limit shown at 40 µg/m³ and WHO-aligned Camden target at 10 µg/m³.



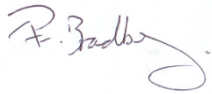
Graph 2: Annual mean PM_{2.5} concentration at automatic air quality monitoring sites, 2000-2023. Data series are listed in descending order from highest 2023 annual mean to lowest. UK legal limit shown at 10 µg/m³ and WHO-aligned Camden target at 5 µg/m³. Note that data for the Coopers Lane monitoring site are not included in Graph 2 because monitoring only commenced in 2022.



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LONDON BOROUGH OF CAMDEN	WARDS: ALL
REPORT TITLE Cabinet Member for a Sustainable Camden Response to the Circular Economy Panel Report.	
REPORT OF Director of Environment and Sustainability	
FOR SUBMISSION TO Culture and Environment Scrutiny Committee	DATE 15 July 2024
<p>SUMMARY OF REPORT</p> <p>This report sets out the Council’s responses to the Report of the Circular Economy Scrutiny Panel (November 2023) whose report was presented to the Culture and Environment Scrutiny Committee on 13th November 2023.</p> <p>The special scrutiny panel was established by the Culture and Environment Scrutiny Committee (C&E) to investigate the ‘application of the circular economy in the work of Camden Council and support for the principles of circularity in the public and private sectors in the Borough’.</p> <p>The report contained 43 recommendations for the Cabinet Member for a Sustainable Camden to consider and this report provides a response to each of the recommendations, including how the Council will take forward areas of work highlighted by the Panel.</p> <p>Local Government Act 1972 – Access to Information</p> <p>The following documents have been used in the preparation of this report:</p> <p>Report of the Circular Economy Scrutiny Panel, “<i>The application of the circular economy in the work of Camden Council and support for the principles of circularity in the public and private sectors in the Borough</i>” (November 2023)</p> <p>Contact Officer: Richard Bradbury, Director of Environment and Sustainability Telephone: 020 7974 3725 Email: richard.bradbury@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That the Culture & Environment Scrutiny Committee note the Cabinet Member for a Sustainable Camden responses to the recommendations.</p>	

Signed:

A handwritten signature in black ink, appearing to read "F. Bradley", is written over a light blue rectangular background.

Date: 2 July 2024

1. Purpose of Report

- 1.1. The purpose of this report is to provide the Committee with a Council response to the report of the Circular Economy Scrutiny Panel, "*The application of the circular economy in the work of Camden Council and support for the principles of circularity in the public and private sectors in the Borough*" (November 2023).
- 1.2. The responses are provided in appendix 1, which is structured across the Panel's 5 specific focus areas of, Food; Repair; Textiles; Transport, and; Buildings. The responses include how the Council will take forward areas of work highlighted by the Panel's recommendations.

2. Background to the Report

- 2.1. "A circular economy is one in which stuff is kept in use for as long as possible, delivering the highest value it can, for as long as it can. So rather than making, using and then throwing stuff away (a linear system), a circular economy means looking at each of those stages for new ways of cycling materials and value back into the system – using materials and products again and again, in many different forms." ReLondon 2021.
- 2.2. Circular economy is more than just waste management (although it's also about that). By the time we focus on waste, we've missed so many opportunities to recirculate value in materials. We also need to be acting upstream of production and so creating opportunities to keep materials in use and eliminate waste. The Council welcomes the work of the Circular Economy Panel to assist and build on thinking how the Council applies circular economy principles in its work.
- 2.3. In line with the Council's ambition in We Make Camden, the circular economy is as much about social and economic benefits as environmental. There's huge potential to help increase social capital, support wellbeing, save money and create economic opportunities. Circular economy approaches have much to contribute to many of the challenges our communities face e.g. cost of living, employment, digital divide, access to food, housing, affordable transport.
- 2.4. The Culture and Environment Circular Economy Panel was established to "*work to develop a changing narrative and practice within Camden on the use of materials, away from just waste and recycling collection services, to a more progressive ambition of lower resource usage and reduction in 'consumption emissions'.*"
- 2.5. The Panel sought to *scrutinise the applicability of concepts related to the circular economy in the work of Camden Council and to consider any appropriate recommendations for circularity within the Council and more broadly in support for circularity in the public and private sectors within the Borough.*

- 2.6. The Panel recognised the breadth of the circular economy, but practically focussed on 5 areas – Food; Repair; Textiles; Transport, and; Buildings.
- 2.7. The Panel’s report necessarily recognises the cross-organisational nature of circular economy activities and the Council response, therefore, covers work from across the organisation and the wider community. The Council’s response to the Panel’s recommendations is attached in appendix 1. This work includes the operation of the Food Mission, the refreshed Local Plan, the Climate Action Plan, Future Neighbourhoods programme, Camden Climate Change Alliance, North London Waste Authority and much more.
- 2.8. Taking forward and building on the Panel’s work, the Council looks forward to continuing and developing its work to support the circular economy within the organisation and across the wider community.

3. Finance Comments of the Executive Director Corporate Services

- 3.1. The principles of a circular economy are well aligned with the Council’s aim of financial resilience. The Cabinet Member for a Sustainable Camden responses to the Panel’s recommendations should in the most part be delivered through Council services’ existing budgets, its planning and other powers, and its relationships with contractors and local partners. This reflects the whole organisation approach to the circular economy described in paragraph 2.7. The Food section of the recommendations does in some cases refer to additional investment which is funded from the reserves allocated to the We Make Camden missions.

4. Legal Comments of the Borough Solicitor

- 4.1. The Borough Solicitor has been consulted and has no comments to add.

5. Environmental Implications

- 5.1 The application of circular economy principles to Council services and the operation of the Council reduces resource use and material use, therefore, reducing the environmental impact of service delivery. As set out in the report these principles are in line with the Council’s ambition in We Make Camden, with the circular economy being as much about social and economic benefits as environmental.
- 5.2 The environmental implications, in a general form, are contained within the main body of the report with more detail in the attached appendix.

REPORT ENDS

Appendices:

Appendix 1: Circular Economy Panel – Recommendations Response June 2024 FV

Panel Recommendations	Council Responses
THEME: FOOD	
<p>1. That the Council in conjunction with schools and Camden Learning consider very carefully the framework of renegotiating the school meals contract, taking into account the Council's leverage for moving towards a healthier diet for schoolchildren and embedding the principles of the circular economy into that procurement contract.</p>	<p>The procurement of the next school meals contract is being progressed - likely duration 3 years. The degree to which circular economy objectives can be accommodated will be dictated by market capacity to adapt standard ways of working and any impact on the price per meal which is a direct pass through to schools / parents. In the medium term the Council is looking to develop an in house school meals service and this objective can be examined as part of this.</p>
<p>2. That the excellent work suggested by Camden's healthy eating agenda be linked to food waste issues, creating both health and environmental improvements for residents.</p>	<p>Sustainable food and food waste is key objective of the Camden Food mission. The food mission is working with partners such as Lifeafterhummus to trail new ways to measure food waste in Camden and model to working with businesses to reduce food waste and to redistribute surplus food</p>
<p>3. That Camden should make use of existing campaigns to drive home the point of how bad food waste is for the environment, whilst also providing tips on how best to store and prepare food.</p>	<p>The Food Mission has made £700k available to drive the food agenda in the borough. one of the main outcomes of this funding is to support the development of a strong Camden food partnership. Communication and campaigning will be a big part of this food partnership agenda. The main three themes the partnership will prioritise are money first approach, sustainability and food waste, and healthy eating and nutritious food</p>
<p>4. That Camden considers how it can expand the reach of our food waste recycling services so that all homes are eligible.</p>	<p>Food waste collections to be expanded to cover all properties in 2025 including flats above shops.</p>
<p>5. That Camden should support efforts to encourage local restaurants, pubs, shops and hotels to donate any food that cannot be used in time.</p>	<p>Part of the food mission investment is to support the development of a food hub in Camden. The food hub will support the surplus food agenda and act as a catalyst to redistributing surplus food in Camden. a site has been identified as a potential food hub. colleagues from the council are assessing viability.</p>
<p>6. That Camden should strongly endorse the national organisation "Fare Share", which is a network of charitable food redistributions, with the aim of taking good quality surplus food from across the food industry and making it available to charities and community groups, including school breakfast clubs, older people's luncheon clubs, homeless shelters, and community cafés.</p>	<p>Our partners and food network are already working receiving surplus food from the Felix project and a representative of Felix project is sitting on the Camden Food Partnership steering group.</p>
<p>7. That Camden should support the delivery method in shops of cutting food waste and further minimising packaging by encouraging customers to bring in their own containers and shopping bags.</p>	<p>We are working with NLWA to promote the 'Bring It' campaign, launching in July 2024 which encourages residents to bring reusable containers and bags when shopping. Camden Markets are working with Raze, offering reusable bags via traders on Leather Lane Market, which provides points to the customer each time they are used, which can be exchanged for discounts for purchasing items at sustainable businesses. We will promote use of food sharing to businesses via apps such as Olio and Too Good to Go via website pages</p>
THEME: REPAIRS	
<p>8. That Camden further supports repair stations across the Borough with the aim of having a repair workshop in walking distance of every ward.</p>	<p>In partnership with Veolia, Think & Do & Camden Fixing Factory, we have delivered 7 Fix and Do repair events across the borough. We are looking to deliver more events in new locations across the borough and support/ promote existing and new repair groups where possible. We also promote wide range of repair resources - including existing repair directory on our pages</p>

9. That all Council teams, and in particular Voids and Repairs, be asked about the extent to which they prioritised re-use and repair of materials, which would alert management as to areas where a more strategic approach was needed if there was no fully cognisant answer.	A procurement exercise will start later in 2024/25 for the Housing Mechanical and Electrical (M&E) contracts and we will look at repair opportunities as part of the Invitation to Tender. Other procurement activity for 'disrepair works' and 'complex repairs' and capital works will be used to work with appointed contractors on repair opportunities may be possible within the confines of regulatory requirements.
10. That the Voids team should be asked to draw up new procedures so that more fixtures and fittings that could be useful to new tenants are left in situ, repaired if need be, and then offered as part of the new let to the new tenant (with liability waivers signed if needed). Where these fittings are not wanted then there should be 35 an appropriate way of offering them elsewhere.	A new Voids Manager is to be appointed and the voids standard is kept under review. The possibilities in relation to re-using fixtures and fittings will be reviewed during 2024/25. Please note that under 'choice-based' lettings the property will have been cleared prior to the advertisement process - but we will explore the potential for items to be retained where safe to do so.
11. That in respect of the excellent repair projects in the Borough, such as Fixing Factory, Sharing Spaces and the Library of Things, consideration be given to utilising Community Investment Levy funding to develop further such local initiatives elsewhere in Camden.	Local CIL can be used by ward Members to allocate funds to set-up such projects. Thought must be given to provide annual funding routes for ongoing revenue costs of running such project year-on-year.
12. That Camden try to co-ordinate or provide further training for community centres, tenants and residents associations and local businesses who need support for expansion or for consistency in delivery of sustainability projects.	Ideally linked with Camden's Voluntary and Community Centres wider work on corporate volunteering, but also picked up through ongoing support of the Somers Town Future Neighbourhoods programme until December 2025, Think and Do Energy Savers clubs and the Euston Skills Centre Energy Skills Training Courses
13. That Camden continue to support localised shopping options which can be walked or cycled to, and Camden property services in their continuing audits should be encouraged further to make available such unused space as multi-storey or underground parking as well as commercial premises for workshops, storage and community facilities.	Officers continue to support the principles of vibrant High Streets and localised shopping, although need to consider the fiduciary duty to obtain market rents. Nevertheless, when marketing vacant properties consideration will be given to independent businesses, especially those with a track record of success in the borough. The majority of underground parking opportunities are within housing blocks; the Commercial property Team can work with appropriate Housing and Regeneration teams to make them available (where appropriate) for workshops, storage and community facilities.
14. That Camden continue to support appropriate use of space, for example by use by charities and other bona fide organisations of school playgrounds at weekends for "car boot sales" and other methods of recycling and reselling items.	The council currently let 96 Properties to voluntary community sector (VCS) organisations, most of them will qualify for the VCS lease benefits. The VCS lease has been devised to benefit charitable organisations. School playgrounds and their use over weekends and holidays are controlled by the schools themselves and are beyond the remit of LBC.
Theme: TEXTILES	
15. That Camden creates a charity shop directory and map on its website so that residents can easily see which charity shops are accessible in their area.	This type of facility is available through a range of on-line search engines and local social media platforms. Picking up this recommendation, the Council will include the role of charity shops and local re-use services through ongoing campaign and communications opportunities.
16. That Camden brings together its partners to organise a carpet, rug and blanket making workshop.	We will engage with partners to scope potential of holding a workshop
17. That Camden conduct research into what "fast fashion" companies there are in the Borough, and organise a roundtable with these brands to discuss the practicalities of moving towards more sustainable fashion and eco-conscious supply chains.	We have some existing understanding through the Camden Climate Alliance members e.g. ASOS (clothing company). Decision to move to sustainable fashion is market led and so the Council will work with London Environment Programme on this to drive forward at a regional level.
18. That Camden review its own textile production carbon footprint.	Not a specific area that the Council has current capacity or funding to undertake. Will discuss at a regional level with London Council's Environment Programme - One World Living project.

19. That Camden encourages regular local clothes swaps at community centres and schools across Camden, and advertises these clearly across the Council's website and social media channels, as well as supporting notification in community centres, libraries, and on council estate noticeboards.	With Veolia we will promote future clothes swapping opportunities. We will also be working with NLWA on their expected textiles focussed campaign in Autumn 2024.
20. That Camden encourages the recycling of school uniform and school specific sports kit by school and community organisations	NLWA recently launched a school uniform reuse scheme, which we are supporting through promotion.
21. That Camden support sustainable textile-apparel businesses by organising a "sustainable fashion fair", inviting them to advertise and sell their clothes.	Textile re-use events take place throughout the year - Ongoing work and campaigns with NLWA and regional partners will develop these public events and campaigns.
Theme: TRANSPORT	
22. That Camden in continuing with its Healthy Schools projects aim to secure suitable cargo bike parking, particularly outside schools when children can be delivered by cargo bike.	The Council provides this and will continue - providing 'Sheffield' or "M" bike-stands outside schools when we deliver Healthy Streets schemes. A good example is outside the Stewart International School in Gospel Oak, where many parents arrive with cargo bikes to transport their children to school and additional cycle parking has been provided as part of a wider Safe & Healthy Streets scheme
23. That Camden should consider appropriate land use for further development of "last mile" hubs, with associated parking provision for larger vehicles delivering bulk supplies to these distribution centres.	The draft Local Plan promotes the sustainable movement of goods, services and materials and encourages the use of micro-mobility hubs and urban logistics hubs and promotes the provision and use of freight consolidation facilities to ensure that last mile deliveries are undertaken by sustainable means. Through the pre-application process officers will seek to promote such uses on appropriate sites in and around the Central Activities Zone.
24. That Camden, clearly in the lead on the use of cargo and e-cargo bikes for deliveries should now reach out further to firms, large and small, in the Borough to support cargo and e-cargo bike use to a greater degree.	The Council will do this through the emerging Freight & Servicing Action Plan (FSAP) which has specific actions to bolster cargo bike use amongst organisations across the Borough. The FSAP and associated implementation is due to be approved by the Cabinet Member this summer
25. That Camden in seeking to reduce vehicular traffic caused by major construction sites should change to a to a much clearer expectation that Construction and Management Plans, should be available in the pre-planning process, so that these plans can form part of the tendering package given to contractors by the developer, as opposed to only being required after planning permission has been granted. While we accept it is not always practical to agree CMPs prior to planning permissions, as has been explained to members frequently, best practice for larger projects should enhance the Camden expectation that there will be full public consultation and at the earliest stage possible.	It is not clear how this would improve circular economy outcomes. If the objective is to reduce vehicular traffic then we could amend the CMP pro-forma to include a specific question about how vehicular traffic is being reduced. The CMP pro-formas are published on Camden's website and freely available for developers to include in their tender processes.
Theme: BUILDINGS	

<p>26. That a response be requested from Camden planning officers to the unanimous suggestion by circular economy experts at the roundtable discussion on 16 June that the Council strengthens the local plan and guidance to developers in refurbishing buildings rather than demolishing and rebuilding them. While noting that Camden is one of the few London Boroughs that already specifically discourages demolition, and much of course depends on what is possible and indeed financially viable, there have been examples given to the Scrutiny Panel where refurbishment would have been possible in Camden, but planning permission had been granted to “demolish and rebuild”, and we heard considerable criticism from experts and residents, so we recommend greater clarity in this area.</p>	<p>The Camden Local Plan is currently under review and its already strong policies on retrofit and re-use have been strengthened. Policy CC2 of the draft Local Plan states that the Council will seek to ensure that the repurposing, refurbishment and re-use of existing buildings is prioritised over demolition. For existing buildings applicants will be required to undertake a condition and feasibility assessment to understand the re-use potential of the existing buildings and explore the best use of the site. Taking into account the findings of the condition and feasibility assessment applicants will be required to demonstrate that alternative development options have been fully explored. Proposals that involve partial or substantial demolition will only be permitted where it can be demonstrated to the Council's satisfaction that the applicant has comprehensively explored a range of alternative development options, informed by the condition and feasibility assessment prior to considering full or partial demolition and the proposal constitutes the best use of the site when considered against alternative options involving the retention, repurposing, refurbishment and/or re-use of the existing building/s. Consultation on the draft Local Plan finished in April, officers are now addressing the responses received and a final draft will go to Cabinet and Council in the Autumn with the final stage of consultation planned in the Winter 2024/25.</p>
<p>27. That the Camden default should be more straightforwardly based on preventing unnecessary demolition and there should be a strong encouragement for the re-use of existing materials in construction. The Scrutiny Panel welcomes what has been achieved and recommends that work continues and deepens.</p>	<p>The draft Local Plan makes clear that where partial or full demolition is justified a pre-demolition audit will be required to be submitted to demonstrate that circular economy principles have been applied in accordance with a new dedicated policy CC3 titled "Circular Economy and Reduction of Waste". The draft Local Plan is available on the Council's website where the full text of the policy can be viewed.</p>
<p>28. That Camden work together with other local authorities to support and share best practice with retrofit approaches to housing and building archetypes, thus avoiding duplication and maximizing resources and delivery.</p>	<p>Camden officers have good links with local authorities across London and the wider region where retrofit is discussed. Retrofit is explored at the options appraisal stage of all projects and we have a major retrofit planned of Lulworth Tower on the Agar Grove estate.</p>
<p>29. That Camden take advantage of offers from various voluntary organisations and Universities, which we were informed about, to provide training for officers and Planning Committee members for retrofit and archetype approaches in this rapidly changing terrain.</p>	<p>This is ongoing work - Planning Committee members received in-house training from the Sustainability Team earlier this year which was well received. The Climate Action Team attends training courses as required and it is well connected to London Universities, the current corporate retrofit lead has just completed a Masters at London University in the energy field. Officers maintain their professional qualifications and experience on an ongoing basis through local, regional, national and international good practice, learning and development.</p>
<p>30. That Camden looks to further lead in this area. It should be required or expected of planning applications above an appropriate threshold that they demonstrate how they conform to the principles of “design for deconstruction”.</p>	<p>The draft Local Plan requires all developments to be designed for easy maintenance and renovation, flexibility and adaptations, and longer life and facilitating deconstruction for future re-use.</p>
<p>31. That Camden should establish a “rubble reclamation centre” and support a network where building material can be exchanged between developers for re-use elsewhere in developments and refurbishment.</p>	<p>The draft Local Plan requires applicants to explore opportunities to use the site, or other local sites, for the temporary storage of re-usable materials, during the construction phase, to enable other developments coming forward in the locality to use those materials.</p>
<p>32. That Camden update its planning guidelines, given that the GLA and the Mayor in March 2022 finalised their “Circular Economy Statements Guidance”, and this postdates the declaration of Camden's Five Year Climate Action Plan: https://consult.london.gov.uk/circular-economy-statements</p>	<p>The Local Plan is currently being reviewed with the final draft due to be consulted on in December 2024 / January 2025.</p>

<p>33. That in every large new development in the Borough there should be consideration in the pre-planning process not just of separate space for re-use and recycling relating to that specific site, which already occurs, but for wider considerations of additional space to be used to further the aims of sustainability in local and Borough-wide projects.</p>	<p>Officers could look further into this in more detail if the Panel provided further information on what additional space is needed and for what specific purposes.</p>
<p>Theme: OTHER</p>	
<p>34. That Camden utilise the ReLondon database of all the organisations, bidders, and businesses who have indicated that they have circular economy objectives, so that those within the Borough can be identified and linked up.</p>	<p>There is no obvious ReLondon database, however some Camden businesses interested in shifting to circular economy practices are connected to the Camden Climate Alliance network and attend networking events and deliver impactful projects. For example the CCA promoted the Highstreets Beyond Waste grant to Camden businesses, Gentrack worked with the CCA and Camden Friends of the Earth to rally 70 businesses to sign a plastic free pledge and Anthesis and BMA House delivered re-use interventions at schools and across their premises that are noted in our Camden Climate Alliance 2023 Review.</p>
<p>35. That such organisations be asked if they are looking for support from Camden, not necessarily of a financial nature, but possibly in terms of space, networking and sharing ideas.</p>	<p>The Camden Climate Alliance runs a variety of environmentally focused networking events including some that include a focus on circular economy themes.</p>
<p>36. That Camden should take immediate steps to commence the formal process of a new bye-law making all parks smoke-free zones, on the basis of health, litter reduction and setting a suitable example for children and young people.</p>	<p>The Council has reviewed the process of updating the Byelaws in 2015, reporting to Culture and Environment Scrutiny Committee in March 2015, and considered the burden excessive in terms of the benefits it would provide. The process has not significantly changed since then and Government's model byelaws do not include any restrictions on smoking. Experiences from other areas shows that deviating from the model Byelaws leads to detailed review by the Secretary of State and can lead to the process taking between 2-3 years.</p>
<p>37. That when Camden redevelops the Recycling Centre at Regis Road it should prioritise significant space for the exchange and re-use of still functioning and repairable items.</p>	<p>The NLWA manages all re-use and recycling centres in north London, including the site at Regis Road, which operate as a network across the sub-region. The size of the sites often define the breadth of activity that specifically takes place on site. Re-use and repair takes place through this site network across north London. Working in partnership with NLWA will expand activities where practicable and investigate options for development of appropriate new local infrastructure, such as the Reuse Shop at King's Road RRC which provides a place for residents to buy ethically by purchasing pre-loved items.</p>
<p>38. That further consideration should be given to the Council communicating about these issues through social media, for example by such apps as "next-door" and "Facebook Marketplace" that appear to have a large following, and that in this way the Council could use its leverage to change narratives about re-using commodities.</p>	<p>Circular economy initiatives such as the Library of Thing and Fixing Factory are promoted through all Council social media accounts, e.g. Next Door, Instagram and Facebook. This will continue.</p>
<p>39. That Camden Council should very strongly support the campaign to outlaw the loophole in business rates rules which allows a commercial landlord to move boxes or equipment into an empty space and claim it is in use, so that after removal a further period of business rates relief is triggered.</p>	<p>April 2024 saw some positive regulatory movement (Non-Domestic Rating (Unoccupied Property) (England) (Amendment) Regulations 2024 (S.I. 2024/323) in this area, which has started to reduce the issue and the Council would see benefit in the fuller reform of business rates altogether and enabling Councils to take full control of local discounts policy.</p>
<p>40. That Camden should further encourage the ethical use of any such empty commercial or residential property.</p>	<p>When appropriate commercial properties become vacant, the Commercial Property Team have undertaken agreements with 'Meanwhile' operators who partner with charitable organisations to use the space for a period of at least 6 months whilst further future use/strategy for the retails unit are being considered. This approach will continue.</p>

<p>41. That Camden should also use its power to disseminate good practice by encouraging further the initiative in some food shops of “bulk food shopping” to minimise packaging, where customers are prompted to bring in their own containers.</p>	<p>Bulk buying and unpackaged retail is advocated through the Council's work on street markets and development of ReFill Camden. Along with the 'Circular Markets' concept in Chalton Street market the Council will continue to promote this approach.</p>
<p>42. That Camden should support any government proposals to have returnable deposits on bottles (Deposit Return Schemes), as has been hugely successful in so many other countries.</p>	<p>Camden supports this proposal and awaits the production of national regulations and implementation for this national scheme, which should increase the overall recycling rate for drinks containers.</p>
<p>43. That Camden should appoint among current officers a Programme Lead to try to articulate a vision for the Borough on the circular economy and co-ordinate activity across the Council's work to foster the use of this tool towards increasing sustainability.</p>	<p>The Council recognises the cross-organisational nature of circular economy activities and the ongoing need to foster circular economy thinking across the organisation. This work will continue through the Council's Environmental Stewardship training, which includes a module on 'waste and resource efficiency'. Following this recommendation the Director of Environment and Sustainability will act as a circular economy 'sponsor' bringing together services and Divisions from across the Council to co-ordinate thinking, influence and delivery of the circular economy activity.</p>

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Violence Against Women and Girls – Update	
REPORT OF Jon Rowney, Executive Director for Corporate Services	
FOR SUBMISSION TO Culture and Environment Scrutiny Committee	DATE 15 July 2024
<p>SUMMARY OF REPORT</p> <p>We Make Camden is our joint vision for the borough, developed in partnership with our community. It sets out our ambition for everyone in Camden to have a place they call home and key to this is the challenge that “everyone is safe at home and safe in our communities”.</p> <p>The Council is committed to working with partners, community groups and people with lived experience to eliminate Violence Against Women and Girls (VAWG) as part of meeting the challenge set out in We Make Camden.</p> <p>This report sets out the Council’s strategic priorities, approach and progress in relation to VAWG. It provides an update on the strategic commitment to improve women’s safety in the public realm and the range work taking place to advance this through community engagement, initiatives and a communication campaign.</p> <p>Local Government Act 1972 – Access to Information</p> <p>The following documents have been used in the preparation of this report: No documents that require listing have been used in the preparation of this report</p> <p>Contact Officer: Jamie Akinola Director of Public Safety 5 Pancras Square London N1C 4AG</p> <p>jamie.akinola@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That the Committee notes the updates provided in the report</p>	

Signed: Agreed by Jon Rowney, Executive Director of Corporate Services

Date: 4th July 2024

1. Purpose of Report

- 1.1. This report sets out the Council's strategic approach for eliminating Violence Against Women and Girls (VAWG) and demonstrates its commitment to making the borough a place where everyone is safe at home and in their community.
- 1.2. The report gives an update on progress across the following areas:
 - **Women's safety in the public realm**
 - **Community initiatives and public engagement**
 - **Communication campaign**
 - The **Estate Mission** and a public arts project on Camden's estates.
- 1.3. The report also provides a brief overview of the Local Police VAWG strategy and governance arrangement.

2. Background and strategic context

- 2.1. Domestic abuse is a high harm, high volume crime that remains largely hidden. It has a profoundly traumatic and disruptive impact on the lives of survivors, their families, and communities. Domestic abuse takes many forms and can happen to anyone.
- 2.2. Domestic abuse is a highly gendered and disproportionately affects women and people with minoritised gender-identities. The Crime Survey of England and Wales estimates that 1 in 5 women will experience domestic abuse in their lifetime. Research from Stonewall has found that 80% of trans people in Scotland have experienced domestic abuse (Stonewall, 2018). The majority of domestic homicide victims are women. According to research by Refuge, on average, one woman is killed by an abusive partner or ex-partner every five days in England and Wales.
- 2.3. In March 2022, the Council published We Make Camden, the Council's community vision for the Borough. This sets out the key issues and challenges facing our residents and the work the Council is doing to make Camden a fairer and more equal place. 'Safety at Home and in the Community' is one of the ten missions and challenges within this change agenda, with eliminating Violence against Women and Girls a prioritised work area.
- 2.4. The Council is committed to eliminating domestic abuse in Camden and continues to invest in a dedicated, in-house Independent Domestic and Sexual Violence Advocate service, Camden Safety Net. In December 2021 the Council added £400,000 a year to its budgets to expand its work tackling Violence Against Women and Girls. Investment is being used across services to strengthen the Council's response to VAWG. Examples of where additional resources have been invested include:

- Housing: the council is undergoing the process for achieving Domestic Abuse Housing Alliance (DAHA) accreditation which is the best-practice approach, endorsed by the Domestic Abuse Commissioner, for how local authorities respond to domestic abuse. Additional resources have been invested for domestic abuse specialist as well as a DAHA co-ordinator role
 - Perpetrator response: creating a new team in the Council to work with perpetrators of domestic.
 - Specialist organisations: Hopscotch and Camden Law Centre have both been awarded grant funding.
 - Support for Council staff through a domestic abuse HR policy
- 2.5 In January 2023, Cabinet endorsed the Council's overall vision statement: "Camden is a place where Violence Against Women and Girls (VAWG) is unacceptable and not tolerated. We want to reduce levels of VAWG in Camden, to broaden, enrich and increase the levels of support to survivors of VAWG and their families, and to deal with perpetrators". It also endorsed the six pillars underpinning our work:
1. **Raise awareness** and break the stigma across all parts of the community
 2. **Identify** everyone affected by VAWG at the earliest opportunity
 3. **Support** those affected by VAWG to access the help they need to be safe
 4. Seek to take action to **change and stop the behaviour of offenders** and the conditions that enable them to offend
 5. Ensuring that women and girls are **safe in the public realm**
 6. Taking a **Public Health approach** to tackling and eliminating VAWG
- 2.6 In June 2023, the Leader and the Council created Cabinet Adviser roles to provide evidence-based policy support and recommendations to the Council's Cabinet. Councillor Nasrine Djemai was appointed Cabinet Adviser on reducing violence and abuse for women and girls in the 2023-24 municipal year.
- 2.7 Councillor Djemai examined the work the Council is doing and what Camden can do to ensure women and girls have the knowledge and confidence to navigate services, access support and create their own projects around safety and how we as a community can take practical action together to provide safer estates, streets, and venues. Her work made recommendations under three key themes, education, addressing violence in the private realm, and addressing violence in the public realm. These were considered and supported by the Culture and Environment Scrutiny Committee in February 2024.
- 2.8 In June 2024, Councillor Callaghan, Cabinet Member for Safer Communities, took a report to Cabinet which examines the recommendations of the Cabinet Adviser, considered the delivery

implications of these and made recommendations for how the Council can take them forward as part of its commitment to eliminating VAWG.

- 2.9 This report highlights the progress the Council is making with delivering the recommendations set out in the Cabinet report relating to women's safety in the public realm, community engagement and communication.

3. Women's safety in the public realm

- 3.1 Improving women's safety in public spaces and taking effective action to address gender-related crime is a key priority in the Camden's Community Safety Partnership Action Plan 2024-27. Outcomes for this include:
- Increased levels of enforcement action taken to address gender-related crime and anti-social behaviour.
 - Reduced incidents of violence against women and girls in public places.
 - Women and girls feeling safer in public spaces.
 - Increased confidence of women to report safety concerns to the Police and partner agencies.
 - Clear messaging across the borough that harassment and misogyny is not acceptable.
- 3.2 The Council is committed to working with residents and acting on their feedback. It recognises that residents hold deep knowledge of their communities and what needs to be done to make them safe. The Council has dedicated VAWG walkabouts which take place bi-monthly and focus on creating a safe space for women and girls to share their experiences of VAWG in the public realm.
- 3.3 The Council is working with local community groups and Camden Voices Against Abuse (CVAA) to identify areas where women do not feel safe, especially at night. The walkabouts have allowed community groups and CVAA to directly influence the areas where more lighting and CCTV were needed and have since been installed following feedback. Future locations for walkabouts are identified through a combination of VAWG data and insights from residents.
- 3.4 The Council will continue to have monthly walkabouts led by the Community Safety Officer for the respective ward: the views, experiences and concerns from women will continue to play an important role in influencing both the programme of public realm walkabouts and the activity delivered in response to local concerns. Neighbourhood, estate-based staff, and external agencies will also be invited to these walkabouts and to encourage resident participation.
- 3.5 Other work taking place to improve the safety of women in the public realm includes:
- Sharing women's safety guidance and materials with developers and private landowners to foster a collective commitment to safety.

- Improving coordination between Camden CCTV service and private CCTV networks to increase surveillance and safety measures.
- Developing systems to incorporate women's safety concerns into Camden's public realm street lighting strategies and existing Authority planning and regeneration processes, including the Future High Streets programme.
- Collaborating with contracted service providers to assess and develop equality, diversity, and inclusion policies, addressing misogynistic behaviour and promoting safer environments.

3.6 This year Council published its [Evening and Night-Time Strategy 2024-2029](#), which further promotes the objective for women's safety during the evening and at night. The business led 'Camden Business Against Crime' network (CBAC) provides scope for businesses to share intelligence and support the co-ordination of activity delivered in partnership with the Council and the Met Police. There is already a single point of contact with regard to information sharing between night-time economy venues to help keep women safe from customer who may pose a threat to them. The Council is currently benchmarking across London to assess the effectiveness of the existing Business Crime Reduction partnerships to support the development of a range of initiatives linked to improving the safety for women across the Camden public realm.

4. Community safety initiatives and public engagement

4.1 The Council is committed to actively engaging in community safety initiatives, examples of these include:

- 'Ask for Angela' campaign: the Council encourages local venues to participate in the initiative which allows residents to discreetly seek help from venue staff if they feel unsafe or threatened. By promoting and implementing this campaign, the council aims to create safer environments where patrons can seek assistance with confidence.
- Welfare and Vulnerability Engagement (WAVE) training: the Council promotes and facilitates WAVE training for venue staff which equips them with skills to identify signs of vulnerability and engage effectively with their customers who are in distress. By empowering venue staff through WAVE training, the Council enhances their ability to provide support and ensure the safety of the public.

4.2 Following the recommendation made by the Cabinet Advisor for the Council to hold yearly, themed community safety events on a borough-wide level, the first annual event is planned to take place this Autumn. The meetings will be a place to raise awareness about gender-based violence, showcase achievements, foster collaboration and promote community involvement in creating safer public spaces. The event will be attended by Council officers, the Police and stakeholder partners from the VCS. Community members and women's groups will be integral to the success of the event which will

provide a platform for diverse perspectives and active participation in addressing women's safety concerns effectively.

5. Communication campaign – sexual harassment in the public realm

- 5.1 The [Protection from Sex-based Harassment in Public Act 2023](#) came into effect at the start of 2024. The Act has increased the maximum penalty for offences from six months to two years imprisonment. It applies to any conduct that is intended to cause harassment, alarm, or distress to another person and does not require the conduct to be sexually motivated or for the purpose of sexual gratification. Women, particularly those aged 16 to 34 years old, are more likely to experience sex-based public harassment, such as receiving unwanted sexual comments from a stranger, being followed, or being insulted or shouted at by a stranger in public.
- 5.2 The Council has developed a new campaign to raise awareness about sexual harassment. By using first person quotes from diverse women, the campaign, 'in Camden, we call it out' highlights the gendered nature of sexual harassment and how women alter their behaviour when they are in the public realm, such as where they go and what they wear. It also builds awareness of behaviour that is unacceptable in Camden and a criminal offence. The campaign is a call to action for everyone to safely challenge and intervene when they witness sexual harassment, detailing how to report it.
- 5.3 The campaign was developed through workshops held with diverse groups of Camden residents, as well as Camden Voices Against Abuse (CVAA), a survivors group in Camden, and domestic abuse organisations, Solace and Hopscotch.
- 5.4 The campaign will launch in the summer and be promoted through bus shelters adverts, posters at leisure centres, libraries, and community centres, as well as evening and night-time venues. It will also be promoted through the Council's core channels such as the Camden magazine, social media and newsletters.

6. Estate Mission: public realm arts – 'light up our estates'

- 6.1 We Make Camden sets out the Estates and Neighbourhoods Mission that by 2030, "Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity". 'Art and Culture' is one of the themes of the Mission and under this banner, the Council will develop an innovative and exciting project to promote the safety of women through a public realm project called 'light up our estates', one of the Cabinet Advisor's recommendations agreed by Cabinet in June 2024.

6.2 The Council will explore opportunities for creative engagement around the topic of safety and ensure the project is community and place-based. The Council will use feedback gathered through the intensive tenant-participation engagement exercise conducted earlier in the year to identify estates where safety is highlighted as an issue. It will work with tenants and residents associations as well as local artists to pilot this innovative participatory and creative project.

7. Local Police VAWG Strategy

7.1 The Council is committed to working in partnership with the Police and to taking a co-ordinated community response to eliminating VAWG. The local Borough Command Unit (BCU) has recently produced its Delivery Plan for 2024-25 which sets out how it will deliver the strategic aspirations to:

- Protect women and girls in Central North BCU at home, in public and online.
- Work to the highest possible standards of care and investigation, working with partners to provide the best support to victims and prioritising resources and training to our officers and staff.
- Engage effectively with women and girls, partners and third sector organisations to hear views, inform our response and scrutinise operational delivery.
- Apply an offender centric approach, prosecuting perpetrators, identifying and utilising prevention opportunities.
- Increase policing presence in the public space, using data to target night-time violence and create more safe space initiatives

7.2 The Central North Met Police Borough Command Unit has recently signalled its intention to establish a Strategic Partnership Board to oversee the delivery this. Senior Council officers will form part of the strategic board in order to take forward a number of initiatives and priorities.

7.3 The Met Police BCU are due to report to the Culture and Environment Scrutiny Committee later this year with the Police annual state of the borough report and a separate piece on delivering the strategic objectives of trust and confidence, relentless pursuit of perpetrators and safer spaces. Further information relating to the Met Police Local VAWG strategy and delivery plan will be included within these policing focused reports.

8. Finance Comments of the Executive Director Corporate Services

8.1 In December 2021 the Council added £400,000 a year to its budgets to expand its work tackling Violence Against Women and Girls. The work described in this paper is either funded from this expanded budget or from existing service budgets elsewhere in the Council.

9. Legal Comments of the Borough Solicitor

9.1 There are no comments from Legal.

10. Environmental Implications

10.1 The proposals have no environmental impacts.

REPORT ENDS

LONDON BOROUGH OF CAMDEN	WARDS: All Wards
REPORT TITLE Insight, Learning and Impact Report – Quarter 4/End of Year 2023-24	
REPORT OF Executive Directors of Adults and Health, Children and Learning, Supporting Communities and Corporate Services	
FOR SUBMISSION TO Health and Adult Social Care Scrutiny Committee Culture and Environment Scrutiny Committee Resources & Corporate Performance Scrutiny Committee Housing Scrutiny Committee Children, Schools and Families Scrutiny Committee	DATE 9 July 2024 15 July 2024 15 July 2024 16 July 2024 16 July 2024
SUMMARY OF REPORT <p>This report focusses on the year 2023-24 using a broad range of measures from each directorate and division across the organisation. In this report, Camden Directors have been asked to provide a narrative covering key areas of challenge, opportunity, and learning.</p> <p>This report is divided into two main sections:</p> <ul style="list-style-type: none"> • An overview of key themes: a summary which highlights key responses from directorates and highlights particular cross-cutting themes • A more detailed account of individual service responses across each of our three Directorates. <p>Appendix A contains the data dashboard with key measures and data for 2023-24 from services across the Council.</p> <p>Local Government Act 1972 – Access to Information No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: James Coumbe – Insight, Learning and Impact Lead London Borough of Camden 5 Pancras Square, London N1C 4AG</p>	

RECOMMENDATIONS
The Scrutiny Committees are asked to note the report, including the most recent data and trends and the emerging challenges identified, that relate to the services that fall within their respective remits.
SIGNED
Jon Rowney Executive Director Corporate Services 19 June 2024

1. INSIGHT, LEARNING AND IMPACT REPORT

- 1.1. Over the last year Camden has been moving away from measurement for control and towards measurement for learning, while recognising the ongoing need for both vertical accountability to central government, and horizontal accountability to people and place, for core service delivery. This is a direction of travel in keeping with the ambitions set out in The Way We Work: towards creating space for innovation and learning, working beyond organisational barriers, understanding our impact and delivering We Make Camden while learning from the experience.
- 1.2. We have already set out how we want to use data and evidence in different ways through our insight and accountability framework, and this continues to evolve as we develop key products and processes and explore what it means to actively learn and evaluate as we deliver services and We Make Camden missions.
- 1.3. Towards this goal, for this Insight, Learning and Impact report for 2023/24, Directors have thought about the key performance issues they would like to focus on, and have provided a short narrative looking back over the last year and looking ahead to 2024/25 on the following points:
 - what were the biggest challenges to your service delivery in 2023/24 and looking ahead to 2024/25, 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 in the last year and what do you need to learn in the coming year? e.g. from data or evaluation, regional or national research etc.

- 1.4. We have continued to produce the quarterly corporate data dashboard which provides the latest performance data for Q4 and the annual figure for 2023/24, for the key measures from all the services across the council, and which accompanies this report.

2. Overview of key themes

2.1. Corporate Services response summary

	Challenges	Opportunities	Learning
Finance and Audit	<ul style="list-style-type: none"> • Housing Revenue Account (HRA) financial instability • Inflationary pressures • Uncertain long-term funding. 	<ul style="list-style-type: none"> • Cost control measures for HRA and General Fund • Strengthening financial resilience through new Medium Term Financial Strategy (MTFS) • Collaboration with finance colleagues 	<ul style="list-style-type: none"> • Cross-London collaboration for financial challenges • Development of a robust section 25 note for budget setting
People and Inclusion	<ul style="list-style-type: none"> • Recruitment and retention • Impact of cost-of-living crisis on employees • Pay inflation 	<ul style="list-style-type: none"> • Camden Talent Pool 	<ul style="list-style-type: none"> • Trauma Support • Mentoring Programme • Pulse Survey results
Strategy, Design, and Insight	<ul style="list-style-type: none"> • Recruitment and retention • Maintaining focus on priority strategic work • Mitigating impact of pre-election period 	<ul style="list-style-type: none"> • Growing Insight, Learning and Impact capacity • Developing strategic delivery management model • Contributing to key pieces of service transformation 	<ul style="list-style-type: none"> • Building external partnerships • Learning from inclusive recruitment process re-design • Reinforcing mission governance
Law and Governance	<ul style="list-style-type: none"> • Recruitment of experienced lawyers • Increase in complaints esp. housing • London Mayoral/General election 	<ul style="list-style-type: none"> • Legal Services review • Improve accessibility to council meetings 	<ul style="list-style-type: none"> • Increased demand for enforcement requiring legal support • Annual Complaints report 2022/23
Digital Services	<ul style="list-style-type: none"> • Improving digital and data skills within workforce 	<ul style="list-style-type: none"> • Developing technology to deepen citizen engagement. 	<ul style="list-style-type: none"> • Enhancing collaboration • Constructive challenge and mutual trust
Equality and Community Strength	<ul style="list-style-type: none"> • Asylum seekers facing rough sleeping • Loss of Household Support Fund • Governance structures for equalities • Cost of running Community Investment Programme (CIP) community centres 	<ul style="list-style-type: none"> • Borough of sanctuary • Community Impact Fund • Refresh Camden's Discretionary Rate Relief 	<ul style="list-style-type: none"> • Increase in homelessness among asylum seekers • Rise in financial hardship and debt • Focus on Disabilities and accessibility
Participation, Partnerships, and Communications	<ul style="list-style-type: none"> • High level of demand • Preparing Elections communications • We Make Camden partner networks 	<ul style="list-style-type: none"> • General election- focus on the borough • Enhanced media monitoring service 	<ul style="list-style-type: none"> • Collaborative working with UCL & Central St Martins • Refresh of evidence base that informs channel strategy

2.2 Children and Learning response summary

	Challenges	Opportunities	Learning
Children’s Family Help and Safeguarding	<ul style="list-style-type: none"> • Sufficiency of placements for children with complex needs • Budget to be in line with trend • Workforce retention 	<ul style="list-style-type: none"> • National reform around family help 	<ul style="list-style-type: none"> • The total number of Unaccompanied Asylum-Seeking Children (UASC) in the Children Looked After (CLA) cohort remains high
Family Support & Complex Families	<ul style="list-style-type: none"> • Increasing need for proactive outreach • Increases in Special Education Needs and Disabilities (SEND) and autism in early help family work. 	<ul style="list-style-type: none"> • Shift of the early help system towards neighbourhoods and locality family hubs bases • Family help national reform agenda • Developmental work around care entry 	<ul style="list-style-type: none"> • Data insight work on young carers to help inform strategy development. • A codesign project with children who have survived domestic violence. • Developmental work on Centre for Relational Practice
Early Years and Family Hubs	<ul style="list-style-type: none"> • Setting up Family Hubs in line with Department for Education (DfE) expectations • Supporting the introduction of the new childcare entitlements and ensuring sufficient provision. • Funding for Family Hubs unconfirmed beyond 2024/25 	<ul style="list-style-type: none"> • The Family Hub programme allows more families to benefit from neighbourhood-based services. • Social care reform provides to simplify and further integrate support for families 	<ul style="list-style-type: none"> • There is a strong appetite among partners to work together more closely. • Commissioning new services as part of the family hub programme takes time.
Integrated Youth Services	<ul style="list-style-type: none"> • Increase in referrals into our Youth Early Help • Increase in the number of young people with SEND referred into our Youth service provision • increase in the number of incidents of violence against children • Housing vulnerable families being exploited/at risk of violence 	<ul style="list-style-type: none"> • To develop a more inclusive voluntary offer support to children who are arrested for serious offences • Better information sharing, training, development 	<ul style="list-style-type: none"> • Increasing numbers of children engaging with our turnaround initiative • Zero children received a custodial sentence 2 years running
Education, Commissioning and Inclusion	<ul style="list-style-type: none"> • Supressed demand for school places has placed strain on schools. • Reductions in school funding. • Increase in pupils with additional needs. 	<ul style="list-style-type: none"> • Reorganisation of the Virtual School • Full scale reorganisation of SEND & Inclusion 	<ul style="list-style-type: none"> • Integration between admissions and other teams that collate school cohort data

	Challenges	Opportunities	Learning
	<ul style="list-style-type: none"> Consistency of practice in the SEND Team 		<ul style="list-style-type: none"> New structure in Adult Community Learning (ACL) The SEND area self-evaluation identified areas of strength and focus.

2.2. Adults and Health response summary

	Challenges	Opportunities	Learning
Adult Social Care	<ul style="list-style-type: none"> Increasing levels of demand/complexity of needs Recruitment and retention Adult Social Care Outcomes Framework (ASCOF) and Office for Local Government (OFLOG) concerns around social isolation. Upcoming Care Quality Commission (CQC) inspection 	<ul style="list-style-type: none"> Development of more sophisticated approaches to modelling future demand Provider Oversight Board was reviewed and relaunched Transformation programmes for Care and Support at Home and implantation of an Accommodation Plan. Adult Early Help pilot launch May 2024 	<ul style="list-style-type: none"> Accommodation Plan identified the need to redesign our mental health supported accommodation pathway. A number of significant service offers, were insourced by the council. Overall equalities plan for the department requires a significant review, update and relaunch.
Health & Wellbeing	<ul style="list-style-type: none"> Substance misuse – Camden has been identified as an “enhanced support” area by Office for Health Improvement and Disparities (OHID) meaning greater scrutiny Cost pressures by the service provider of the Integrated Sexual Health service. 	<ul style="list-style-type: none"> Additional grant funding for smoking cessation activities and schemes Additional funding Supplementary Substance Misuse Treatment & Recovery Grant 	<ul style="list-style-type: none"> Performance insights from heart health-focused works Increase in numbers in substance misuse treatment.

2.3 Supporting Communities response summary

	Challenges	Opportunities	Learning
Housing	<ul style="list-style-type: none"> • Homelessness and Rough Sleeping • Temporary Accommodation • Rising rents/arrears • HRA financial challenge 	<ul style="list-style-type: none"> • Reprioritizing transformation program towards social housing improvement • Review and rationalization of systems across Housing and Repairs 	<ul style="list-style-type: none"> • Focus on data and performance for service delivery • Efforts to reduce rent arrears showing results • Recruitment of Building Safety Managers under Building Safety Act
Property management	<ul style="list-style-type: none"> • Volume of disrepair cases still being received • Pressure on HRA means that resources cannot be expanded to meet demand • Market remains tough for key skills 	<ul style="list-style-type: none"> • The Council has responded strongly to the Building Safety Act and has placed itself in a good Regulatory position • The new stock condition data will shape a new asset strategy for Camden to assess and produce options for the challenges faced 	<ul style="list-style-type: none"> • We have brought greater focus to the analysis of productivity in the repairs service through the application of new reporting tools • Our work to review Ombudsman case outcomes has led to operational changes and service improvement workshops
Development	<ul style="list-style-type: none"> • Financial constraints on housebuilding. • Inflation and interest rate impacts. • Regulatory changes. 	<ul style="list-style-type: none"> • Diversifying delivery models. • Camden Living • Temporary Accommodation Purchase Programme (TAPP) 	<ul style="list-style-type: none"> • Construction market updates via Arcadis and Beacon • Ongoing sales market advice and commentary via Savills
Planning and Regeneration	<ul style="list-style-type: none"> • Housing delivery remains challenging due to market conditions for residential. • Government changes to new planning performance regime starting October 2024 	<ul style="list-style-type: none"> • Support from the corporate service design team in changing the way we work within Development Management • Department of Levelling Up, Housing and Communities (DLUHC) funded digital projects to be testing this year 	<ul style="list-style-type: none"> • Housing delivery will remain challenging due to lack of housing proposals coming forward on private sites. • Hoping to learn more about the government's proposals for changes to the planning regime
Environment and Sustainability	<ul style="list-style-type: none"> • Staff retention around highways/building control • Service demand vs budget. 	<ul style="list-style-type: none"> • Use the Environmental Implications module as a mandatory learning module. • 'Place-based' development investment • Greening Camden's Transport Fleet. 	<ul style="list-style-type: none"> • Aligning Climate Action Plan with Missions and broader frameworks • Enhanced customer view via GovMetric data. • How to adapt to changing climate

	Challenges	Opportunities	Learning
Good Work Camden	<ul style="list-style-type: none"> Difficulties when residents are presenting with long-term, chronic mental health conditions 	<ul style="list-style-type: none"> Delivering the Good Work Camden (GWC) portal potential for a digital portal for business Maximising the opportunity of the new Euston Skills Centre 	<ul style="list-style-type: none"> Highest rate of young people out of employment in a decade Increase in school non-attendance might feed through into increased NEET figures in time (not in education, employment or training)
HS2 and Euston	<ul style="list-style-type: none"> Uncertainty around HS2 at Euston and associated uncertainty around budget and resources Influencing the station designs to ensure place is at the heart of decision making 	<ul style="list-style-type: none"> Structuring and resourcing a Development Corporation Opportunities to deliver more housing at Euston working alongside DLUHC and CIP 	<ul style="list-style-type: none"> Production of a Euston Economic Impact Assessment highlighting the significant economic potential
Public Safety	<ul style="list-style-type: none"> Recruitment and retention Service demand vs budget 	<ul style="list-style-type: none"> Embed Community Safety Enforcement service ASB Taskforce/Review Revised Environmental Health service model 	<ul style="list-style-type: none"> Data led/prevention-based approach towards Anti-Social Behaviour (ASB). Review of emergency planning / business continuity procedures
Recreation	<ul style="list-style-type: none"> ASB impacting our teams and the enjoyment of the wider public 	<ul style="list-style-type: none"> Library Improvement Fund secured 	<ul style="list-style-type: none"> Access to Sport for Young People Report

3. CORPORATE SERVICES

3.1. Finance and Audit

3.1.1 Challenges

The biggest immediate risk facing the financial position of the Council is the financial stability of the Housing Revenue Account (HRA). The HRA overspent by £13.1m in 2022/23. This was a result of significant inflationary pressures on energy and repair costs along with emergency action to tackle damp and mould. In January 2023 the Council agreed MTFs (Medium Term Financial Strategy) savings for the HRA but the ongoing inflationary pressures mean that the HRA will need to identify further savings or cost control measures over the medium term to protect its financial stability.

In addition to the current inflationary pressures the HRA has faced a number of challenges in recent years that have significantly impacted its financial resilience including the impact of the pandemic that saw no specific government support for the HRA, government legislation that resulted in reduced rents for four years and more recently capped rent increases below the rate of inflation, reducing potential rental income to the HRA by c£75m, plus the need to fund the Chalcots major works.

While the Council has received some funding from the government to address capital costs for the Chalcots and a financial settlement from the contractor, this does not fully cover all the costs associated with the Chalcots evacuation and subsequent capital expenditure required on the Chalcots estate.

In the General Fund the Council agreed a new MTFs in January 2023 which will help to strengthen financial resilience over the medium term. The Council has set balanced budgets for 2024/25, however, the financial and operating context for the Council remains challenging. Our financial position is stable but characterised by high degrees of uncertainty about the long-term rates of inflation, future demand for services and a long-term funding settlement for Local Government.

3.1.2 Looking Forward

In both the HRA and General Fund there is a continued challenge to forecast the medium-term financial position to ensure the Council can take early action to address financial pressures. Increasing demographic and service demands across the Council as well as uncertainty regarding the wider economic situation are going to continue to drive cost pressures for the Council. In addition, the cost-of-living crisis will continue to impact residents and businesses in the borough and influence the level of support the Council will need to provide.

It is important that services continue to work to deliver services within budget and continue to identify emerging cost pressures as early as possible.

3.1.3 *Opportunities*

The Council needs to take action to bring overspends under control across the HRA and General Fund to support the Council's financial stability. Directors need to continue to work with finance colleagues to understand and forecast medium term pressures facing their services including pressures caused by changes in demographics, national and local legislative and policy changes and inflationary pressures. In doing this and continuing to develop a deep understanding of the long-term financial pressures facing the Council, will allow the department to make sound decisions to invest in early intervention in the right services to control and avoid costs on future service delivery.

London boroughs are seeing significant cost pressures in a number of services especially across social care and homelessness. Developing a deep understanding of what is driving these costs in Camden will support the Council to make informed investment decisions in early intervention and prevention. Through the established approach to long term financial planning, ongoing financial resilience and stability will allow the Council to continue to invest in support and early intervention across the borough, however overspending on existing services may limit the level of investment that the Council is able to make in future years.

3.1.4 *Learning*

Officers have been working with peers cross London to identify common financial challenges across London boroughs. This will help to support lobbying efforts to government for a fair financial settlement for the Council and show the true level of funding required to deliver Council services. This work has included the sharing of forecasts and assumptions about future funding and cost pressures as a sense check to ensure the Council's financial planning assumptions are reasonable and broadly in line with our peers. This helps to further support sound medium term financial forecasting. Learning from across the local government sector and from key national indicators have helped officers develop a robust section 25 note (Section 25 sets out the requirements that apply to borrowing costs) and for the budget setting report summarising the work the Council is carrying out to ensure it remains financial resilient. There is an opportunity to continue and expand this work in 2024/25 to test the Council's medium term financial forecast assumptions and to learn from best practice across the sector.

3.2. **People and Inclusion**

3.2.1. *Challenges*

The Council continued to cement itself as sector leading in terms of its role as a leading employer, including being accredited as the first local authority by Blood Good Employers and getting GOLD on the Mayors Good Work standard. The Council also reacted swiftly to the recruitment and retention issues following COVID and Cost of Living crisis, re-adjusting pay scales to enable it to better compete with the market. This included investing £1million in the bottom scales, and thereby increasing the minimum earnings guarantee. The lowest paid person at Camden is now on £15.57, well above the London Living Wage which is £13.15. Recruitment and retention will continue to be the biggest challenge as the Council moves into the first half of this year, albeit that there are signs of improvement as vacancies nationally fall or level off. Pay inflation is still running at a relatively high rate (6%), which will continue to place pressure on pay levels.

3.2.2. *Opportunities*

Next year the Council has an opportunity to continue to grow the Camden Talent Pool (which focuses on getting local residents into level 1-3 temporary positions). Since launching the talent pool platform in October 2022 the Council has supported 40 residents into temporary employment for level 1-3 roles. Roles offered to residents include customer services officer, homelessness prevention advisor, children's centre admin assistant and Ukraine response team officer. 29 of these residents are still in employment. The Council now has over 150 residents registered to the talent pool, through job hub referrals and directly. Over the next year the Council wants to grow this pool and is planning an event on the Community Bus in May 2024 for residents to learn more, to receive CV support and interview training.

3.2.3. *Learning*

In the Inclusion work this year, officers have learned how to respond to external challenges, including the war in Israel and Palestine. In responding to this they set up dedicated wellbeing resources to support staff including extending the trauma support. Alongside this responsive work the Council has re-launched the Mentoring programme, launched a new LGBTQ+ Action Plan, revised the Domestic Violence policy to include interest free loans for staff members fleeing abusive relationships and launched a new Women's Network.

This year's pulse survey showed that colleagues are feeling the difference:

- 81% of staff feel they belong (up 26%).
- 89% feel we are making progress to becoming an anti-racist organisation.
- 86% feel leaders at Camden are committed to building an inclusive culture.

3.3. **Law and Governance**

3.3.1. *Challenges*

The Legal service continues to struggle to recruit experienced lawyers and consequently the service is reliant on agency staff. In addition, there has continued throughout 2023/24 to be a significant rise in dis-repair cases which is putting further pressure on Legal Services. The service is in the early stages of externalising all Housing repairs cases to external lawyers, freeing up capacity of internal staff to focus on corporate priorities. This will continue to be developed in 2024/25. A review of the service has commenced, with engagement with staff on moving to a permanent staffing model and looking at the balance of resourcing. The review will set out options for addressing ongoing challenges.

There has continued to be a significant increase in the number of complaints received by the Council, particularly relating to housing. The number of stage 1 complaints has increased by 39% from 2022/23. The ongoing increase is driven by an upturn in complaints for Property Management and Housing Management.

The Housing Ombudsman has started to increase the severity of their findings on complaints cases escalated to them for review, including the number of orders included in the determinations. In October 2023 the Ombudsman communicated their decision to commence an investigation into the Council's handling of leaks, damp and mould, complaints and repairs.

The Elections team are preparing for the 2024 London Mayoral election. Work is also underway to prepare for the next General Election which includes the plan to use 5 Pancras Square as the Count Venue and developing a comprehensive project planner to ensure the smooth running of this high-profile election. This is the focus for the Council but will need to remain a high priority as we work towards the General Election. All of this preparation is taking place whilst the team are implementing the changes from the Election Act 2022.

3.3.2. *Opportunities*

Support is being provided to deliver the Legal Services review. A Head of Legal (Deputy Borough Solicitor) position has been appointed to and will be joining in July 2024.

The Central Complaints team is working closely with service areas to ensure ongoing improvements and will be part of the group that leads the response to the Housing Ombudsman. Support would be beneficial to ensure successful implementation of any recommendations.

There is an opportunity to improve accessibility of Council meetings to those who need support or adjustments in order to engage with the democratic process. This will be developed and explored in 2024/25.

3.3.3. *Learning*

Legal Services has seen fluctuating demand. There has been an increase in demand for enforcement in certain areas which has required significant input from the Legal teams.

The Central Complaints team continues to see a significant increase in the number of complaints submitted at all levels. The focus from the Housing Ombudsman is in-line with their focus on other London Local Authorities. The team continues to collaborate with the Housing services to improve responsiveness to Ombudsman cases.

The Central Complaints took a comprehensive Annual Complaints report 2022/23 through Resources and Corporate Performance Scrutiny and Cabinet and as always will be looking to continue to improve the report next year following feedback.

3.4. **Equalities and Community Strength**

3.4.1. *Challenges*

Asylum seekers living in contingency hotels face destitution and rough sleeping due to the fast-track asylum process giving insufficient time for individuals to find their next steps. Homes For Ukraine families living in hosting arrangement face new uncertainty as their 3-year Visa arrangement are within 12 months of expiry.

The loss of the Household Support Fund will impact school holiday hunger for 16,500 families, 9,000 households who are in receipt of free school meals, Council Tax Support or Housing Benefit. Also, the loss of the Council's income maximisation advice service (IMAS), which helps people with sustainable, longer term financial support.

As the equalities workload expands beyond the pace of team growth, there's a risk of inefficiency and inadequate response to community needs in addition to our statutory obligation under the Equality Act 2010.

Cost (e.g. utilities and service costs) of running new Community Investment Programme (CIP) Community Centres are high and beyond the financial capacity of the organisations for whom the centres were built (Highgate Newtown Community Partners and Abbey Community Centre). Community Partnerships are seeking to find ways to make these initiatives viable but are likely to require use of reserves.

3.4.2. *Opportunities*

Camden will shortly be completing the process of becoming a borough of sanctuary. The award will provide further opportunities for services to benchmark what they do now and build stronger interfaces with refugee communities in the months and years ahead.

Community Partnerships are re-designing the 'Community Impact Fund' to align with We Make Camden (WMC). This fund potentially could become a vehicle to enable Voluntary and Community Sector (VCS) partners to deliver against WMC. It could also enable pooling of funding across the system creating a clear, consistent approach to grant project funding for the sector – e.g. three rounds per annum.

Camden has one of the most restrictive Discretionary Rate Relief (DRR) programmes for charities of any London borough. £1 of DRR for a charity costs the council an estimated £0.33. Refreshing this policy is probably the single most significant thing the Council could do to achieve its aim of supporting a resilient, sustainable VCS.

3.4.3. *Learning*

Recent data has shown an increase in the number of homelessness presentations and an increase in rough sleeping for those receiving positive asylum decisions, under the government's accelerated procedure.

Nationally, financial hardship has increased from winter 2022 to winter 2023. People are less able to make ends meet and falling into greater debt as a result. This is illustrated by data from Citizens Advice Bureau. Locally, there has been an increase in money advice referrals from households citing having someone with a disability as the main reason for hardship.

Locally, data is showing that disabilities and accessibility needs further work - Members Enquiries have risen in this area, and accessibility remains a massive issue for many in Camden. Nationally, central government are still being held to account to several failings in this regard and Camden needs to ensure it is not failing disabled residents.

3.5. **Digital & Data Services (DDS)**

3.5.1. *Challenges*

The Council needs to address the critical task of improving digital and data skills within its workforce. An organized plan is in motion to improve these competencies, emphasizing the necessity of integrating targeted educational programs and significant investment in skills development. The Council is also committed to nurturing an environment that recognizes the importance of these technologies.

These steps are fundamental to the ability to adapt swiftly, operate efficiently, and fulfil the Camden community's expectations effectively.

3.5.2. *Opportunities*

With the successful implementation of a number of key initiatives, the council now stands at the brink of new opportunities for service delivery enhancement. Building on the momentum from the revamped website and the Omni-Channel Contact Centre, future efforts can focus on further leveraging technology to deepen citizen engagement and utilizing the data collected from the new contact model and website analytics to identify patterns and pain points, thereby tailoring services to better meet citizen needs. These initiatives will significantly enhance operational efficiency and citizen satisfaction, ensuring the council remains at the forefront of innovative public service delivery.

3.5.3. *Learning*

DDS has made significant strides in enhancing collaboration both internally across Data, Product, IT, and Customer Services and externally with council directorates. By learning to cultivate an environment where teams are encouraged to constructively challenge each other and build mutual trust, DDS has seen a marked improvement in its operational efficiency and project outcomes. This new collaborative spirit has led to a series of successful deliveries, demonstrating the power of teamwork and open communication. As teams become more cohesive, they are better equipped to tackle complex projects and deliver solutions that meet the evolving needs of their stakeholders. This progression in team dynamics marks a pivotal development in the division's ongoing efforts to refine service delivery and enhance overall performance.

3.6. **Strategy, Design and Insight**

3.6.1 *Challenges*

Recruitment and retention: Recruitment, in a high turnover service, will continue to be a priority but we need to reflect on how best to do it in sustainable way whilst maintaining leadership focus on project delivery and service development. We have learned from the recent successful recruitment campaign what is effective, and will continue to focus on retention and progression so that people have clarity around the development opportunities and career pathways they have in Camden.

Delivery risk: With a high level of demand on the skills and support of the function, the service needs to prioritise the strategic areas where it can most meaningfully contribute to outcomes. Carving out meaningful space to engage in work, such as supporting delivery of the WMC missions, requires a level of capacity that is regularly impacted by responding to new pressures.

Mitigating impact of the pre-election period: The service needs to be alert to the exact timings of the pre-election periods in the coming year to be able to re-align ongoing programmes of work involving the engage residents around policy areas to mitigate a need to pause or postpone delivery.

3.6.2 *Opportunities*

Growing Insight, Learning & Impact (ILI) service: The recruitment campaigns to build up the team is ongoing with appointment of Senior Research Officer confirmed during Q4 and 1 more position (Research Officer) to fill. This will give the ILI team the capacity to continue developing their proposition and capitalise on positive response to the second state of the borough report, continuing to broaden and deepen the evidence base the council and partners can use.

Strategy Delivery Management model: The design and establishment of a consistent model for the delivery of strategic, design-led change initiatives will allow for greater coordination of effort and multidisciplinary working across the Council's directorates, as well as supporting the operations and people development offers of the Council's Strategy Family.

Contributing to key pieces of service transformation: The teams continue to work in partnership with other strategy and service teams in areas of important transformation work aligned to We Make Camden and the priority areas from the MTFS.

Further refining our approach to Missions delivery and governance: Upcoming deep dive sessions on each Mission will bring greater attention to stretching ambition, increased accountability, and more visible stepping stones to 2030 to facilitate unblocking of barriers to delivery, greater visibility across the borough, and increased co-delivery with partners.

3.6.3 *Learning*

Building external partnerships: Recent publications, conferences and interactions have shown more appetite and interest regionally, nationally and internationally, for mission-oriented delivery and for policy design and design research. Our teams expect to be learning more from others and are actively sharing their experience as sector leaders (e.g. presenting at the recent Service Design in Gov conference, co-founding the Local Gov Service Design Network).

Learnings from an inclusive recruitment process re-design: The services has recently run a re-designed process for recruitment that puts inclusivity at the centre, was successful in filling all vacancies, and well-received by candidates, both successful and unsuccessful. This approach has been shared with the rest of Corporate

Services to support other teams in their recruitment campaigns and will be shared more broadly to help close the Council's longer-standing vacancies.

Reinforcement of Missions governance: Engagement around the Missions Community of Practice and the quarterly Member Sessions has been extremely encouraging and beneficial to the long-term embedding of the missions-oriented approach, with many organisations approach the Council to understand and learn from our good practice in this emergent space.

3.7. **Participation, Partnerships and Communications**

3.7.1 *Challenges*

The service continues to meet a high level of demand across the council. The workload intensity across the organisation remains very high, while requests for business-as-usual communications support is back at pre-pandemic levels. The service manages its resources/capacity through forward planning and agreeing priorities at senior level; however, it frequently get requests for urgent communications support on new priorities. The service flexes its resources to meet council priorities which last year included housing/tenant participation, ongoing cost of living crisis, equality and community strength, We Make Camden participation among other areas.

The service is on election footing – this means both preparing communications handling and support to cover Mayoral and GLA, by-elections and the General Election and also recognising it is working in a hyper-politicised environment. Many of the issues that were challenging in 2023/2024 – i.e. the Council's approach to rough sleeping, council house maintenance including damp and mould, certain equalities work and care for vulnerable citizens, are likely to be big challenges again.

Delivering at scale and pace has been challenging. The service played a key role in the development and delivery of the Intensive Tenant Participation and Engagement programme, which included 28 Estate Action Days and door knocking with 22% of Council tenants. As ambitions for We Make Camden partner networks grow, so has the scale of the partner infrastructure – with the We Make Camden Summit, Mission Ambassadors and mission networks developing. Citizen applications for the We Make Camden Kit continue to grow. The demand outweighs the level of Council funding – so the service is working with Camden Giving to increase funding contributions from other organisations. This year's Cost of Living Community Fund increased to £450,000 and a new approach was developed to convening and working across networks to support collaborative partner responses.

3.7.2 *Opportunities*

Looking ahead to 2024/2025, continuing to support a full programme of communications will remain the priority. Aligning communications activity with issues flowing on from a general election and potential change of government and ongoing financial pressures on residents and for local councils will be at the front of planning and collaboration with other areas of the organisation.

The service is working to provide an enhanced media monitoring function for the organisation including stepping up the weekend service. This will allow it to better identify emerging reputational issues and offer timely, strategic advice to help the organisation to respond to these. There will be a need for services to provide timely service briefings and policy advice, and organisational leaders contactable for this to be as effective as possible. Directors and heads of service gearing up their services to respond quickly and outreach from the media team within the organisation will assist with this.

The service will look to continue to support colleagues to test and learn new participatory approaches, to continue on its journey of embedding participation across the organisation. This will include working with housing colleagues to embed learning from the Tenant Participation and Engagement programme within the housing transformation programme; promote events and the use of Good Life Camden; and work alongside the 5 citizen scientists and other citizens to develop an ambitious participation model for citizen decision making and governance of Camden's Community Wealth Fund.

3.7.3 *Learning*

The service delivers evidence-based communications which draws on its own channel research, which is enhanced by access to data/insight specific to policies and programmes requesting support. Making the most of access to data and information is critical to informing messages, understanding audiences and evaluation. For example, when the service works with Tackling Poverty colleagues on the cost-of-living crisis campaign, they provide specific information on barriers preventing residents accessing specific benefits and who those residents are, and they also provide benefit take up rates. This helps to identify what is working well, and what isn't so effective, so that the service can iterate and pivot the approach as needed.

In the past year, the service has continued to collaborate with colleagues to learn more about the issues it is communicating, and to iterate the communications approaches to ensure it is being as effective as possible. In the year ahead, the service will be refreshing the evidence base that informs the channel strategy and will continue to identify opportunities to maintain and develop skills within the teams.

Once again, the service has seen the strength in working collaboratively with partners to increase citizen action/voice. It will look to continue to work with partners, such as UCL and Central St Martins, to increase the number of citizen scientists in the borough and to develop accreditation which recognises their contributions/skills. The neighbourhoods approach is continuing to develop and presents a huge opportunity for the Council to benefit from resident relationships, input and insight and for a collective neighbourhood approach to supporting those citizens in greatest need.

4. CHILDREN AND LEARNING

4.1. Children's Prevention, Family Help and Safeguarding

Children's Social Care

4.1.1. Challenges

Sufficiency of placements for children with complex needs including and care experienced young people is a challenge because demand has increased. The increase in the volume of unaccompanied asylum-seeking children between 18-25 has led to pressure on the commissioned Pathway beds and therefore an increase in spot purchasing at a higher unit cost. This higher level of demand has created pressures on the placement budget as there is also a commensurate shortage of in-house fostering placements for larger complex sibling groups. Covid was a turning point for several fostering households who retired, but the service was unable to replace at sufficient pace. A more strategic approach to planning and commissioning of placements is underway including a system analysis and overall assessment which sets out the Camden story. Data analysis looking at children in care and placement budget and an opportunity assessment setting out next steps.

It is notable that there is an increase in the volume of referrals and a commensurate increase in the numbers of children in care. Previous and current MTFs savings were made from the placement budget based on declining numbers. Work is underway to right size the placement budget in line with the change in trend and inflationary costs in a competitive environment.

Workforce retention. This remains a national and regional challenge in social care, and while the agency rates in social care in Camden are relatively good compared to London, the Council is engaged in several regional and local initiatives to widen the pipeline. The challenge of retaining social workers in child protection requires an investment in their professional development and that of those who supervise and support them.

4.1.2. *Opportunities*

National reform around Family Help poses an opportunity for delivery model that balances help and safeguarding, building on Camden's successes while meeting new national requirements. A Pathfinder bid has been submitted to the Department for Education (DFE) as the first step towards our intentions.

4.1.3. **Family Support & Complex Families**

4.1.4. *Challenges*

Rise in front door contacts points to increasing need for proactive outreach (front door is by nature a reactive service). Growing importance of positioning – and widely communicating – family hubs as an information source for families of school-age children to try and reduce the number of front door contacts that are being resolved with Information, Advice and Guidance (IAG) in early help (significant %).

Increase in family problems that relate to other council services, notably housing and SEND. Early help often seen as a 'mediator' or problem solver where relationships have deteriorated with other Camden services. This isn't necessarily a problem for early help, but the ideal would be that relationships between families and other services don't deteriorate in the first place.

Increases in SEND and particularly autism in early help family work – challenges regarding a) competence and confidence of the 'generalist' workforce to provide appropriate, informed help to families with children with disabilities and b) the availability of 'specialist' family support options for families where needed and where that is the family's preference.

Communication – staff experiencing uncertainty about the various change agendas and what it means for them – need to improve/increase communication and opportunities to participate in change work so it is felt as collaborative.

4.1.5. *Opportunities*

Continuing shift of the early help system towards neighbourhoods – family hubs and family help provide opportunities to create more coherence in the system from a resident's perspective.

Family help national reform agenda enables a rethink of current practices for children above universal need but below child protection to ensure we are operating at maximum effectiveness for families.

The developmental work around care entry will support a greater lens on prevention of family breakdown for a small cohort of children who enter care.

The move to a 'relational council' is welcome but this needs accelerating to prevent the relationship breakdown between services and residents that then needs mediating.

4.1.6. *Learning*

Excellent piece of data insight work on young carers completed to help inform strategy development.

A codesign project with children who have survived DV to design therapeutic services and support available for children in their position is in development.

Developmental work on Centre for Relational Practice.

Scoping work on edge of care options to identify any additional ways to prevent family breakdown and children's care entry.

Integrated Early Years and Family Hubs

4.1.7. *Challenges*

In 2023-24 setting up Family Hubs in line with DfE expectations and responding to the monitoring requests in respect of service delivery and grant usage.

Supporting the introduction of the new childcare entitlements and ensuring sufficient provision.

Funding for family hubs unconfirmed beyond 2024/25. If funding ceases we will then need to consider what services can be mainstreamed.

On-going roll-out of additional childcare entitlements.

Defining the scope of the 0-19(25) service.

4.1.8. *Opportunities*

The Family Hub programme allows more families to benefit from neighbourhood-based services.

Better communication of services available for families through a new communications campaign and new website.

The opportunity that social care reform provides to simplify and further integrate support for families.

To showcase the added value of integrated working, e.g. in the delivery of the new enhanced healthy child programme.

4.1.9. *Learning*

There is a strong appetite among partners to work together more closely.

Commissioning new services as part of the family hub programme takes time.

Integrated Youth Services

4.1.10. *Challenges*

There has been an increase in referrals into the Youth Early Help service with concerns for young people experiencing bullying and fighting both in and outside of school. This is having a detrimental impact on their attendance, safety and mental health. This will require close working with schools to agree a joint response.

There has been an increase in the number of young people with SEND referred into our Youth service provision. Whilst this is considered a positive and the service has actively been working towards better inclusion, this does have an impact on staffing ratio to young people and the types of activities that can be facilitated. More training is required for youth workers and review of current universal offer to cost assess impact for future delivery.

Housing vulnerable families being exploited/at risk of violence. There have been several families across both our statutory and voluntary services moved into temporary accommodation due to risks in the community. This requires families moving into hotels, moving frequently and destabilising families, leading to children being NEET (not in education, employment and training). It has profound impact on family dynamics, feelings of stability, our ability to offer support/monitoring and networks to wrap around them. Due to the ineffectiveness of this intervention some families have chosen to move back home even though the risk remains. There needs to be a clear trauma informed plan with housing colleagues in how the service supports these families and work in partnership.

There has been an increase in the number of incidents of violence against children. These incidents are not believed to be linked to our established gangs. However, there are concerns about ongoing issues between different peer groups. Police investigations into these incidents are continuing and children/young people are still to be identified. This needs to be monitored closely and further analysis needed.

Ongoing concerns around a criminal group based around the Hardington block on Belmont Street NW1. Support and disruption work aims to reduce the risk of this group becoming a gang. This group of children and young people are involved in

Anti-Social Behaviour (ASB) at various locations and class A drug supply around the Camden Town area. Work is ongoing to safeguard the children and disrupt exploitation and criminality.

4.1.11. *Opportunities*

Work through the Prevent and Identify strand of the Youth Safety Steering group to develop a more inclusive voluntary offer of support to children who are arrested for serious offences. This could build on the turnaround initiative for those children who and support them before potential charges and offer confidence to courts on potential for bail support packages. This could reduce potential future remands.

As per recommendations from extended learning review into the death of child C in July 2023 we need to develop better relationships with universal youth settings. Work to be undertaken to support better information sharing, training, development, information sharing, understanding of needs and signposting.

Developing parenting champions specifically for adolescent parents within the borough that can support families who are otherwise reluctant to be vulnerable/engage with support from the Local Authority specifically.

Better joined up working between council services, including between children's and youth services, to develop the response for children and young people at risk of youth violence, based on the understanding that youth violence, gangs and child criminal exploitation can overlap, but need to be explored individually too.

4.1.12. *Learning*

The service has increasing numbers of children engaging with the turnaround initiative and increasing numbers of children coming through on Youth Justice Service (YJS) Interventions which has meant higher workflow. New case managers have been recruited to support the increase in workload and ensure all families and children continue to get an excellent service. A new challenge would be how to maintain this preventative workstream when funding for Turnaround ends in March 2025.

Youth Justice Data: First time entrants continue to be low with only 10 in Q4, a year total of 25. For the second year running there have been zero children receiving a custodial sentence.

4.2. **Education, Commissioning and inclusion**

4.2.1. *Challenges*

School places - suppressed demand for school places has placed strain on schools. Compounded with real terms reductions in school funding, schools can feel

vulnerable to the challenges brought by an increasing complexity of admission and proportional increase in pupils with additional needs, retaining high quality staff and managing budgets in a time of high inflation.

Special Education Needs and Disabilities (SEND) - Consistency of practice in the SEND Team and across the partnership to ensure statutory compliance. .

4.2.2. *Opportunities*

Virtual School - Reorganisation of the Virtual School to ensure that the service is able to adapt to the changing needs

SEND & Inclusion – full scale reorganisation to strengthen the system in a range of ways (including stronger partnership working, career progression opportunities, improved financial and data oversight, more proactive engagement with families)

4.2.3. *Learning*

Admissions – to achieve greater integration between teams that collate data on school cohorts (including public health, SEN, mainstream admissions, housing and benefits

Adult Community Learning - New structure to improve IAG based on a consultation. Improved accredited learning in ESOL. Removal of hybrid learning at low levels in Digital inclusion courses.

SEND - The SEND area Self-Evaluation identified areas of strength and focus. Performance oversight needs to be strengthened.

5. **ADULTS AND HEALTH**

5.1. **Adult Social Care**

5.1.1 *Challenges*

The number of people waiting for assessments and reviews has increased significantly since the pandemic and in 2023/2024 one of the service's key priorities was to quantify existing demand and numbers of people on waiting lists. A robust management action plan has seen an overall reduction in the numbers of people waiting for reviews. Demand at the front door however remains high and a priority for 2024/25 is to continue with management actions as well as implement a new neighbourhood and front door model. The service has invested additional staffing capacity in the new model so that residents are supported in a timely way.

The increasing complexity of some residents' needs means that it is often difficult to identify providers able to meet the needs of residents locally, either in Camden or within the North Central London (NCL) footprint.

The North Central London Integrated Care Board (NCL ICB) carried out a comprehensive review of its staffing structures followed by an extended consultation with staff during 2023/24. ICB commissioners have been working within Camden teams for many years on integrated contracts, particularly related to mental health and learning disabilities in Adult Social Care (ASC). As of 1 April 2024, all ICB health commissioning is now aligned with ASC instead of integrated, with health contract responsibility now held directly by the ICB. These changes have presented a range of challenges to Camden, where staff capacity has been temporarily reduced, additional recruitment activity has taken place and remains underway, and changes to commissioning portfolios are being agreed with updated work plans for 2024/25. New ways of working and expectations around accountability will need to be developed over the coming months with existing and new ICB staff alongside Camden commissioning staff.

5.1.2 *Opportunities*

The five NCL boroughs are working together to develop more sophisticated approaches to modelling future demand for adult social care services, using the new national Client Level Data set that all local authorities now capture. By coming together to agree a defined methodology NCL will be better placed as an ICB to model and prepare for future demand for social care services.

The Provider Oversight Board was reviewed and relaunched in 2023, with a new terms of reference and enhanced approach to capturing risks, issues and trends. A number of VCS contracts were handed back during this financial year due to unforeseen financial issues, and a major provider that works across a number of London boroughs to deliver community equipment has been challenged by poor performance and financial concerns. A number of other providers in Camden have been engaged through improvement planning and enhanced monitoring, showing improvements through this work. Commissioners and operational colleagues have worked closely together and with provider partners to manage risk and assure safety and quality across the borough, and an updated set of documents and processes that capture this work in one place are being developed for publication in 2024/25.

The department has been focused on Care Quality Commission (CQC) preparation over the last year, and has carried out a number of robust exercises to review the evidence available for each of the CQC's four themes and nine quality statements. Weekly departmental meetings are keeping the work moving forward at a steady pace, with the self-assessment in draft form and a comprehensive comms plan in

development. Once contacted, ASC will be prepared to supply evidence collated that demonstrates how Adult Social Care in Camden supports adults with care and support needs and carries out its duties as defined by the Care Act 2014. Evidence will be sent to the CQC within the 3-week window allowed, followed by an on-site visit to Camden that will take place within a 6-month period following document submission. Whilst preparation for CQC inspection has been a challenge in terms of the time and resource required, this has given us the opportunity to review what we are doing well, celebrate what we are proud of and identify what progress we have made on our improvement priorities.

In 2023/24, the transformation programme gathered momentum across a number of projects, which have been reporting regularly to the Supporting People Connecting Communities Steering Group and Board. The service is now moving to the implementation phase for the Accommodation Plan, having completed year one of five towards Transforming Care and Support at Home and is about to launch a number of key strategies and frameworks, including the Carers Strategy, Workforce Strategy and Co-production Framework and Toolkit in early 2024. In addition to equalities being a cornerstone of the Workforce Strategy, Co-production Framework, relaunch of What Matters and the departmental Learning and Development Plan, a focus on the impact of ASC equalities work for residents, ASC staff and our providers will further enhance our ability to demonstrate the outcomes of our commitment to equalities.

National data from Adult Social Care Outcomes Framework (ASCOF) and Office for Local Government (OFLOG) has indicated that Camden performs less well in comparison to other local authorities when it comes to supporting residents who experience social isolation, who feel less safe and experience loneliness. To help address these concerns, work on Adult Early Help has progressed considerably during 2023. Officers have completed an initial discovery exercise which has enabled them to understand the issue and current landscape in depth. For the service, Adult Early Help is for adults who are facing or are at risk of facing overwhelm, due to competing stresses in their lives. Part of this is about multiple disadvantage. Part of this is about people falling through the gaps of support. They may not be eligible for statutory support or are not receiving the right kind of help.

The service now has a clear vision of what effective Early Help could mean for adults in Camden, it has developed a set of assumptions to be tested and has planned a small-scale test-and-learn pilot which will launch in May 2024. This will employ 5 staff over an 18-month period to test out Adult Early Help interventions with residents who are currently falling through gaps in Camden's complex network of support services.

In 2023, officers carried out a review of Mental Health Social Work arrangements with Camden and Islington Mental Health trust. The key objective was to work in partnership with the Trust to design and agree a new model of integration in neighbourhoods, which would ensure the continuation of multi-disciplinary working but also provide the council with closer oversight and accountability in delivering our statutory duties under the Care Act 2014. With an in-principle agreement now in place, the service will be engaging and consulting with staff and stakeholders to deliver the new model and staffing arrangements by early 2025.

5.1.3 *Learning*

Through engagement and consultation with staff in 2023, staff have said that some of the overly complex systems and processes can get in the way of progressing work in a timely way and that improvements and changes could help reduce waiting times. A number of workstreams to address this are underway in 2024 and this includes potential improvement in the way financial processes are managed. During 2024/25 officers are planning to conduct a review of financial services, looking at processes, roles, structure and capacity to improve the way financial services are managed in ASC, with a focus on how processes are impacting on the experience of those who draw on care and support.

Work on the Accommodation Plan identified the need to redesign the mental health supported accommodation pathway prior to scheduled re-procurement in 2024/25. Additional work with Housing colleagues on the Single Adult pathway highlighted the need to look at this pathway alongside the Mental Health accommodation commissioning plans. A more holistic approach to both pathways will ensure that work is better aligned, commissioning intentions are consistent and that pathways are able to adjust to the specific and dynamic needs of individuals.

Although embedded in a range of strategies and regular work carried out by Adult Social Care the overall equalities plan for the department requires a significant review, update and relaunch. A refreshed plan will also create more opportunities to embed equalities into the initial analyses of projects, regular discussions in supervisions and team meetings, and a refocus on structural biases that may negatively impact on either residents or staff.

The service oversees management of the local market of providers to ensure a fair cost of care. The continued aim is to deliver best value and efficiencies while maintaining transparency in negotiating costs with providers. Camden continues to develop its work with local authorities in North Central London (NCL) to ensure that there is a joined-up approach where possible. This is particularly relevant given the interdependency on care beds between the boroughs. This consistent and robust approach to market management has kept Camden within its budget envelope for 2023/24, and the intention is to do the same in 2024/25.

A number of significant service offers, including Camden's Mental Health Day Services and one of four Camden extra care services in borough, Mora Burnet House, were insourced by the council. The insourcing has presented both opportunities and challenges, with learning presented to the Supporting People Connecting Communities Board in March 2024. The aim of sharing this learning is to inform corporate approaches to insourcing as well as future approaches to commissioning in ASC, both for transformation opportunities and when there are rare provider failures that need to be responded to. During 2024/25, Camden will be undertaking a deep dive review of Charlie Ratchford Court and a wider review of ASC In-house Provider Services to utilise the learning in future planning of these key service areas in Camden. There are also plans in place to align provider monitoring and quality assurance for all in-house provision with commissioned providers to ensure parity across the market.

5.2. **Health & Wellbeing (Q3 2023/24)**

5.2.1. *Challenges*

The biggest on-going challenge which will also need focus in 2024/25 is the recent reporting of cost pressures by the Long-Acting Reversible Contraception (LARC) service provider in the Integrated Sexual Health service (CNWL). The provider has written to the Chief Executives of all four commissioning authorities (Camden, Islington, Barnet & Haringey) outlining a significant shortfall in finances. Officers from all four boroughs are working closely with CNWL to better understand the factors driving cost pressures with the aim of developing mutually agreed solutions.

A new drug & alcohol service began in April 2023. Camden has been identified as an "enhanced support" area by the Office for Health Improvement and Disparities (OHID), meaning our performance against increasing the number of people accessing treatment is under greater scrutiny. This means the number of people who leave the service either in a planned or an unplanned way are important measures to review.

Increased non-attendance rates for Mental Health First Aid (MHFA) courses and Make Every Contact Count (MECC) courses remain a challenge, with participants booking & not showing up for courses. However, it is worth noting that average & overall group size is increasing as well. With the new contract, a possible challenge will be pivoting towards delivering solely to Camden and ensuring courses are adequately filled.

5.2.2. *Opportunities*

There is a considerable additional grant funding starting in 2024/25 to support a range of increased smoking cessation activity including introducing the “swap to stop” scheme (providing vapes as an alternative to nicotine replacement therapy (NRT) to encourage people to stop smoking), provision in substance misuse settings, engagement with key target groups, and increasing capacity in the Breathe service.

The additional funding Supplementary Substance Misuse Treatment & Recovery Grant (SSMTRG) has a clear objective to increase numbers in treatment, this also includes interventions to retain people in treatment (reduce unplanned exits). The interventions are currently funded & will continue to be funded next year, and have a focus on interventions to identify, encourage & support more people to engage & sustain their engagement with drug & alcohol treatment.

5.2.3. *Learning*

NHS Health checks: Insights from recent heart health focused works such as the Camden mobile bus evaluation, NCL-wide Long-Term Condition service model will help shape delivery improvement plans. An equity audit is underway to ascertain current areas of inequalities which will inform the review of the NHS Health Checks service specifications.

Latest quarterly Substance Misuse data suggests an increase in numbers in treatment from the previous quarter with a decrease in unplanned exits for drug users but a small increase in unplanned exits for alcohol users. The Office of Health Improvement and Disparities (OHID) issue monthly “Local Outcomes Framework” data which allows both commissioners & services to review data more frequently & evaluate the effectiveness of new initiatives, pathways & interventions.

In partnership with Islington, Barnet & Haringey Camden have developed a resident survey to help commissioners understand how and why people access the LARC service which will support the development of the new service in 2025.

Camden commissioners have also funded a number of pilot projects related to identified areas of service development (including establishing a Clinical Advisory Group) which will be evaluated in 2024. The findings of which will inform the service model when it is recommissioned during 2024/25.

6. SUPPORTING COMMUNITIES

6.1. Housing

6.1.1. *Challenges*

Homelessness and Rough Sleeping:

The Council continues to face challenging policy changes from central government which are increasing homelessness. The Home Office are still fast-tracking decisions (known as the 'Streamlined Application Process' or SAP) for asylum seekers. Those granted Indefinite Leave to Remain (ILR) in the UK are then required to make their own housing arrangements and can also approach local authorities to apply as homeless – many are leaving Home Office accommodation to sleep rough - data suggests that since January there are 25-30 refugees rough sleeping in Camden each month.

Rough sleeping rates in Camden are high. Between January – March, 428 people were seen rough sleeping. This is the highest number counted in a quarter this year and represents a 51% increase compared to the same period last year (when 255 people were seen over the three months). This year also saw a 44% increase in statutory homelessness presentations with an increase from 2,458 applications in 2022/23 to 3,548 in 2023/24. Of these, there was a steep increase in applications from refugees leaving asylum seeker accommodation from 74 (2%) in 2022/23 to 360 (9%) in 2023/24.

Temporary Accommodation:

Camden has a duty to secure temporary and emergency accommodation for certain homeless households in priority need under Part 7 of the Housing Act 1996. At the end of March 2024, the Council was providing temporary accommodation to 808 households of which 468 were families. Numbers in temporary accommodation has increased by 42% since the end of year 2022/23.

Temporary accommodation continues to be a financial challenge for the Council, with current overspend for the year forecasted at around £5 million and we are working towards finding new, more financially stable options to meet this statutory duty.

Rent Arrears

Rising rent arrears remains a key challenge for the Council. A combination of factors has meant that tenants are increasingly struggling with their finances; rising heating charges and cost of living means that we are seeing tenants are less able to pay rent.

Voids

We are actively working to improve our key-to-key void times and have an improvement plan in place. As part of our work to improve void times, we are:

- Proposing improvements to the service structure which aims to streamline the lettings process

- Collaborating with other organisations to share best practice
- Improving IT and systems to improve reporting for voids
- Working with Neighbourhood teams to reduce the time between offer and tenancy start
- Deliver a pilot of 'pre-void' visits which will help to assess void works and potentially allow us to start the re-letting process at a stage before the property becomes void.
- Working with contractors to improve clearance times
- Reviewing voids with quick turnarounds to learn what works well
- Looking at contractor capacity and the scope to bring in additional supply chain support
- Reviewing works prioritisation with the lettings team to make sure overall key to key time is reduced

We have recently just recruited to some key posts in the Repairs and Lettings services.

Pressures on the HRA:

The HRA continues to be under significant financial strain, particularly due to risks around power and income heating income volatility, bad debt, loss of rental income through void properties and volatility in leaseholder income. Despite this, specific workstreams are being led to increase rental income, review leaseholder services, and increase the efficiency of the void turnaround.

6.1.2. *Opportunities*

The Council is reprioritising the efforts of the transformation programme towards the improvement of social housing. Regulatory changes and resource constraints mean that focus needs to be put on Camden's duties as a landlord. The transformation outcomes are still being defined. As part of this transformation, Camden are undertaking a significant piece of work to review and rationalise its' systems across Housing and Repairs, working closely with Digital and Data Service colleagues to prioritise which systems will enable greatest improvement to services.

For temporary accommodation, the Council are developing options for use as family and/or singles hostels at Chester and Camden Road; approval has been provided to utilise empty properties on regeneration sites as short life temporary accommodation; the conversion of up to fifty void general need properties to be used as temporary accommodation; and working with potential partners to secure access to large hotel sites to reduce cost and consolidate emergency hotel placements.

6.1.3. *Learning*

There is a focus on data and performance and ensuring Housing has a strong performance culture and improved use of data to drive service delivery and decision making.

Rough sleeping increased:

The number of rough sleepers observed on a single night reduced slightly in Q4 to 112 which is still nearly double the figure at the start of the year (58); there is a regular seasonality reduction in the single night count in January and February. Since January, the outreach team have moved 42 Home Office leavers into permanent accommodation. Each month new people rough sleep in Camden. Typically, the percentage of new people has been around 30% of people seen each month - in March 2024, our outreach team met 47 new people who are rough sleeping with only 10% having any connection to Camden. Additionally, in the same month over 50% were non-UK Nationals, many with limited rights to work and benefits in the country.

6.2. **Property Management**

6.2.1. *Challenges*

The Council is still receiving a high volume of disrepair cases which is common across the social housing sector. The total number of live cases has reduced however due to a process of closing out settled cases on the system. Addressing this caseload has required the Council to divert resources from responsive repairs and with compensation and fees also payable to solicitors, disrepair is placing a significant impact on the HRA with an overall impact of £4.9m for the financial year.

The Council has dedicated damp and mould resources and has made significant progress during 2023/24 on managing the casework generated and proactively following up cases. Expenditure in 2023/24 totalled £3.9m as the Council managed cases and carried out works to address the root causes. The Council's approach to proactively managing damp and mould is outlined in its self-assessment against the Ombudsman's Spotlight report on damp and mould which was reported to the Housing Scrutiny Committee in January 2024.

Good progress has been made on recruitment – particularly for key roles such as Building Safety Managers – however the market remains extremely competitive, and the Council continues to keep its approach to the recruitment of technical personnel under review.

6.2.2. *Opportunities*

The Council has responded strongly to the Fire Safety Act 2021 and the Building Safety Act 2022 and has placed itself in a good position to meet the wide range of Regulatory requirements (noting that this has required £4.5m being allocated from its revenue budgets within the HRA). There will be challenges in meeting the various deadlines however the Council has built a strong team and is working systematically to develop the Building Safety Cases required for 188 of the Council's tall buildings,

the first tranche of 39 being due April 2024. The development of the safety cases will further improve the Council's approach to managing tall buildings and keeping residents safe; this through works undertaken, regular inspections and information made available.

The Council has also been assessing its position against the new consumer standards, introduced through the Social Housing (Regulation) Act 2023, and this includes measures such as the decent homes standard and other compliance indicators such as gas safety. The measures are called Tenant Satisfaction Measures (TSMs), and a report is being taken to the Housing and Fire Safety Panel in July 2024 which will report the Council's outturn against the new measures that have been introduced. The introduction of the TSMs has helped the Council take a fresh look at compliance and how it is measured against these new definitions. It will also enable benchmarking across landlords and help residents better understand how landlords are performing against standard definitions of compliance. It should be noted that the definitions used for the TSMs for repairs and gas safety differ from those currently used for this report, we will look at how best to incorporate the TSMs into this report for 2024/25.

The Council has also worked closely with the Regulator of Social Housing (RSH) on its response to the Regulatory Notice issued in July 2023. This concerned the number of high-risk fire safety actions that needed to be delivered and the progress made on the installation of smoke and carbon monoxide detectors. Solid progress was made during 2023/24 and by May 2024 all high-risk actions had been addressed, the installation of Carbon Monoxide detectors had been completed and more than 93% of tenanted homes had smoke detection installed with the remainder due to be delivered or undergoing a 'no access' process. As part of this process the Council agreed a Voluntary Undertaking with the RSH which put in place a range of actions to help make sure similar backlogs do not occur in the future.

During the year, the new housing stock condition survey was completed and this will shape a new asset strategy for the Council's homes and lead to the development of options to bridge the gap between resources available and investment required. As part of this the Council will review its five-year capital programme and make sure it is targeting the most acute priorities, helping to take pressure off the repairs service, and best use is made of available resources.

6.2.3. *Learning*

The pressure on the repairs service due to the above factors, and wider requirements such as fire safety works, has led to a gradual decrease in completion of repairs in target time and this is an area of the focus for the service as it moves into 2024/25. To help balance these pressures, in Q3 and Q4 of 2023/24 we

brought greater focus to the analysis of productivity across the repairs service, this through the application of new reporting tools and monitoring by managers across the repairs service. Additional controls were introduced to limit the level of replacement work being carried out reactively, to make sure investment decisions are being considered alongside other priorities. The overall approach being to make sure that the service remains within its budget can accommodate the pressure placed on it by new regulatory requirements, disrepair and addressing damp and mould.

Work to review Housing Ombudsman case outcomes has led to operational changes and service improvement workshops across the repairs service, housing services, the repairs contact centre and case management teams. This includes for example, the checks made when works have been completed to empty homes and they are handed back to the moving homes team for letting. This work has been supplemented by its self-assessment against the Ombudsman's spotlight reports on damp and mould and Knowledge and Information Management (KIM). The Council also introduced a residents panel to help evaluate complaints and discuss the changes that need to be made to service delivery. This work will support the wider housing and repairs transformation project and will improve how we deliver services to residents.

6.3. **Development**

6.3.1. *Challenges*

Having emerged from the unparalleled challenges of the COVID-19 pandemic, followed by a period of unprecedented inflationary cost pressures, the last year has been one of ongoing instability, exacerbated by a lack of clarity from central government on issues such as building safety.

In the face of the many factors working against us, this year CIP has continued to progress schemes where many others have stalled. Having specifically tailored the procurement and contracting approach to individual projects and sites, the service has been able to successfully attract competitive bids from contractors and development partners alike.

Continued pressure on the HRA means that any additional borrowing to facilitate direct delivery of new homes beyond what is already in the approved pipeline will be challenging. However, the current delivery programme remains significant with approximately 500 new homes currently in construction and approval in place to deliver 1,000 more.

6.3.2. *Opportunities*

To increase the overall scale of the CIP programme the Council has diversified delivery models. A development partner has been selected to work with the Council in bringing forward a significant number of homes at Bacton II and a similar process is at an advanced stage for the Camley Street project.

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 Temporary Accommodation Purchase Programme has been a success with a further 50 properties acquired through TAPP 3 which will be used for temporary accommodation and housing Ukrainian and Afghan refugee families.

6.3.3. *Learning*

The service continually receives construction market updates via Arcadis and Beacon which provides useful context with which to assess the Council's performance over the last 12 months. Part of this includes extensive benchmarking against comparator house building organisations and informs a framework of triggers which support our decision-making processes.

Savills provide the Council with ongoing sales market advice and commentary. The CIP private sales activity has been resilient throughout the last year. Sales have exceeded forecast target from 33 to 37 homes and generated a total income of £22,758, 949, exceeding the target sales receipt for the year by £1.8m

6.4. **Environment and Sustainability**

6.4.1. Challenges

Service demand vs budget: particularly for transport services within Camden Accessible Transport Solutions and the growth in client demand from Adult Social Care / Special Educational Needs that is driving up costs in this area.

Staff retention across a number of key services (Sustainability / Highways / Building Control) given the growing competition from a rise in the number of higher paid roles in both public and private sectors.

6.4.2. *Opportunities*

Greater organisational engagement in the climate programme would secure stronger delivery impact, including how services develop resilience to a changing climate – use the Environmental Implications Learning and Development module as a

mandatory learning module / Further staff Environment Days and action taking place in autumn.

'Place-based' development investment recognising and delivering against Camden's Transport Strategy, Clean Air and Climate Action priorities linked in with area-based development, local economy and wider public realm objectives – development of the Future Neighbourhood approach to Net Zero Neighbourhoods.

'Greening Camden's Transport Fleet': Rationalisation of in-house vehicle use and investment Zero/Low tailpipe emissions vehicles and infrastructure (depot development).

Developing thinking around Euston Development to factor in area-based development to include Euston Road and place-making.

6.4.3. *Learning*

A need to shape Camden's next Climate Action Plan so that it aligns with the Missions and Challenges framework as well as the Climate Citizen Assembly's recommendations that inform the current Climate Action Plan through to 2025. Also, ensure that the new Plan blends in climate adaptation work across the Council – how the Council is working with communities to adapt to a changing climate – hotter, wetter conditions.

Enhanced customer view of services and adapting to feedback – Camden Accessible Transport Solutions (SEN children) / Environment Services (waste, recycling, street cleaning services engagement work) / enhanced use of GovMetric data for service development (Environment Services)

Organisational / service development with regards to the impacts of a changing climate and how services, alongside communities, can change to adapt/design service delivery to improve future resilience to climate risks.

6.5. **Good Work Camden (GWC)**

6.5.1. *Challenges*

We have noticed an increase in the number of residents presenting with long-term, chronic mental health conditions, coupled with a lack of specialist provision who can be confidently signposted to.

Developing processes to better secure, monitor and enforce employment and skills obligations through planning and procurement.

6.5.2. *Opportunities*

Delivering **the GWC portal** – once delivered, this will provide a front door for all three services that come under the GWC umbrella – neighbourhood job hubs, apprenticeships and the construction skills centre. GWC is being supported by the digital customer experience team to develop the portal, but progress has been slow, mostly due to capacity issues.

Developing employer engagement capacity and capability, working more effectively across Good Work Camden and programmes like the Low-Income Family Tracker (LIFT), and through senior leaders and the emerging partnerships team to make every contact count in terms of securing opportunities for residents and to influence systematic change to recruitment processes.

Developing Good Work Camden's professional development offer – with support from other teams like the family support team who are further along in their journey and organisational development and learning.

Maximising the opportunity of the new Euston Skills Centre - developing a strong, cohesive training offer that responds to need and demand, including for new green skills, and maximises the centre's occupancy including out of hours and weekend provision linked to schools, the community and employers.

6.5.3. *Learning*

Over the last year: An evolving picture around labour market – latest labour market data nationally shows that unemployment is low, but economic inactivity is high – well above pre-pandemic levels with 700,000 more people economically inactive than 4 years ago. Higher worklessness is partly due to more older and more younger people being out of work. For young people, one in seven are now outside full-time education or employment, the highest rate in nearly a decade. More young people out of work with long-term health conditions, and weaker growth in education participation among young men, appear to be driving this trend.

There is a concern that the nation-wide increase in school non-attendance might feed through into increased NEET figures in time, (currently low in Camden). School non-attenders have been identified as a priority group for the Youth Mission.

The service has received the final draft of the evaluation of the first three years of Good Work Camden. The evaluation report contains really rich intelligence, feedback, insight and analysis and represents a lot of qualitative and quantitative work. The findings and recommendations are going to be invaluable in iterating the service going forward.

Over the next year: GWC is planning research with UCL to develop a more granular understanding of the Health and Life Sciences ecosystem in the Knowledge Quarter area and links or interdependencies with other sectors such as tech and AI.

We are planning research, possibly with other boroughs in the Health and Life Sciences Coalition to understand the space needs of the Health and Life Sciences sector, including what affordable/accessible space looks like for Life Sciences.

GWC will be running the Council's Business Survey in 2024/25.

GWC is evaluating 16 to 18 provision delivered at the Euston Skills Centre, working more closely with construction contractors on developing the offer. An offer for 14- to 16-year-olds also needs to be developed in conjunction with Camden schools and contractors looking at how best to engage with this age group and looking at a range of training providers that maybe best fit to run this provision.

6.6. **Planning and Area Regeneration**

6.6.1. *Challenges*

Development Management income targets from pre-application and applications remains challenging due to a slow-down in development activity across London over the last 18 months. The service is hopeful of closing the gap this year due to an increase in fees, a more active development market and applications expected in 2023/24 coming in 2024/25.

Housing delivery will remain challenging due to market conditions for residential, the new Local Plan has a lower, more realistic housing target but this will not come into force until 2025/26. Land-owners and developers are prioritising commercial land uses over residential, especially in the South of the borough.

The government recently consulted on a new planning performance regime which is due to start from 1 October 2024. This will require the determination of 50% of majors and 60% of minors within statutory timelines. To achieve these targets the service will need to determine planning applications as submitted as there will not be time to negotiate changes. The service is receiving support from the corporate service design team in changing the way it works to achieve these new targets.

6.6.2. *Opportunities*

The service is already receiving support from the corporate service design team in changing the way it works within Development Management to achieve the new targets.

The service is making good progress on DLUHC funded digital projects which will be tested this year. Continued support from procurement and IT is welcome.

6.6.3. *Learning*

That housing delivery from private sites will remain challenging due to lack of housing proposals coming forward on private sites with other uses such as student housing, offices and hotels favoured. The Council however is resisting other uses on sites allocated for housing and considering using its planning powers to help bring forward new homes on the 02 and Regis Road sites.

6.7. **Euston and HS2**

6.7.1. *Challenges*

Government decision making around HS2 and Euston is still highly uncertain and at times unpredictable. The Council uses all available levers through the Euston Partnership and political lobbying to influence decision making.

The government announced Housing Delivery Group is focused on delivering 10,000 homes at Euston, an unrealistic number. The Council is working with Department of Levelling Up, Housing and Communities (DLUHC) to shape this group and its approach, so it takes a balanced and holistic look, and works closely with Camden communities.

Influencing the shape of any new Development Corporation or delivery vehicle at Euston, ensuring it is locally led.

Influencing the station designs to ensure place is at the heart of decision making and trade-offs.

6.7.2. *Opportunities*

Support to resource the development of the Council approach to a Development Corporation and how to shape, structure and utilise and financial powers the Council has to deliver benefits to the communities alongside development at Euston. The Council has commissioned studies into Development Corporations and Funding Mechanisms.

Opportunities to deliver more housing at Euston working alongside DLUHC and CIP – if coordinated and supported by community conversations – support with these conversations is helpful.

6.7.3. *Learning*

Consultants produced a Euston Economic Impact Assessment for Euston which highlighted the significant economic potential and national importance of development at Euston, building on the Knowledge Quarter potential here.

The Council has learnt that delivering Meanwhile Uses around Euston is challenging due to the Government's drive to restart construction and complexities to get sites ready for use. It is developing a Meanwhile Use Strategy to help with the council's internal response to meanwhile opportunities to lead by example and a 'how to' guide to demystify the process.

6.8. **Public Safety**

6.8.1. *Challenges*

Recruitment & Retention: Recruitment and retention remains a key challenge particularly within Environmental Health related services (Food Safety, Noise Pollution etc). National/regional sectoral challenges (reduced number of qualified Environmental Health Officers etc) continue to influence increased labour market competition across both the public and private sectors.

Demand: Service demand vs budget; high demand levels continue to impact a range of front-line services, particularly in areas such as Community Safety, Environmental Health and Public Protection. A number of projects have been commissioned in order to further establish a data/neighbourhood focused approach towards the delivery of Public Safety services.

6.8.2. *Opportunities*

Opportunity to fully embed the newly established Community Safety Enforcement service, neighbourhood model to be embedded throughout 2024-25 to further enhance the Council's approach towards tackling priority issues such as environmental crime and anti-social behaviour.

Opportunity to fully embed the learning, policy and service development activity delivered via the ASB Taskforce/Review. Revised multi-disciplinary anti-social behaviour model to be fully established, underpinned by additional Council investment into the Community Safety service.

Opportunity to establish a revised Environmental Health service model supported by additional Council investment into the relevant Food Safety and Noise Pollution services.

6.8.3. *Learning*

The Needs Assessment which informed the Anti-Social Behaviour Review has made a number of recommendations including the development of a data led/prevention-based approach towards anti-social behaviour.

Data from the intensive tenant participation and engagement programme has played an important role in the development of the ASB Review and will continue to shape the neighbourhood-based approach towards the delivery of anti-social behaviour reduction initiatives.

The Council has commissioned a review of a range of emergency planning / business continuity related procedures, protocols and operating practises. Whilst at a relatively early stage the review has identified a number of key areas as part of the phased approach towards the completion of the review.

6.9. **Recreation**

6.9.1. *Challenges*

Services are continuing to see a degradation in the behaviour of parts of the Camden community with incidents occurring across our community spaces. In the last 6 months these have included serious incidents in libraries, in particular involving school children intimidating staff and library users as well as destroying library books. Contract staff also been attacked in parks and verbal abuse of member of the teams. The service are undertaking updated Risk Assessments of each space to allocate resources accordingly.

6.9.2. *Opportunities*

The Council has been successful in securing £499k of Library Improvement Fund for a proposal for improvements at Kilburn Library. This will refresh the existing library space, replacing furniture and open up the space as well as investment in the unused lower ground floor to bring this space into use for the local community as an extension to the library.

6.9.3. *Learning*

The Policy Advisor for Access to sport for young people has made six recommendations following an investigation in how to support access to sport through talking to local clubs and school children. The report provides important reflection point of good work and opportunities to improve on the already class leading levels of activity for Camden's children.

7. **Finance Comments of the Executive Director Corporate Services**

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

8. **Legal Comments of the Borough Solicitor**

8.1 The Borough Solicitor has been consulted and has no comments to add to this report.

9. **Environmental Implications**

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

10. **Appendices**

10.1 Appendix A: Corporate Performance Data Dashboard Q4/End of Year 2023/24

REPORT ENDS

Corporate Data Dashboard Q4 2023/43

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Housing													
Overall number of empty properties let		647	963	910	704	Higher		160	183	190	171		There has been a reduction in the number of voids in the letting process and well behind our target of 240 per quarter.
Average relet times for empty local authority dwellings (days)	52	105	102	82	65	Lower		63	63	76	65		This measure currently shows letting times. From Q1 2024/25 we will be revising our measure to look at key-to-key void times (Average of number of days for routine/minor void properties (key to key), number of days for Major voids from point of works completion (HBEM), TA voids should be excluded and days for which void properties have been unavailable for re-letting purposes (such as held by Legal) to be excluded. This will give us a broader but more accurate view of the voids process and bring us in line with common definitions.
% of rent collected for all council tenants	99.4%	98.1%	97.9%	97.4%	97.7%	Higher		94.7%	96.0%	97.1%	97.7%		Rising rent arrears remains a key challenge for the Council. Although rent arrears continued to increase during the first half of the year, reductions were seen in the amount owed during Q3 in October and November 2023. A rent arrears improvement plan has been created and includes a thorough approach to reviewing how the Council can implement a proactive but supportive approach to rent collection.
% of tenants in 7 weeks+ rent arrears	10.7%	12.3%	13.8%	15.2%	15.1%	Lower		15.4%	16.1%	15.6%	15.1%		% income against debit raised – day to day service charge billing has increased considerably this year due to increased energy costs. Despite this we remain on target. Major works billing has also increased (c.70%) but also remains on target at this stage.
Leaseholders - Day to day collection as % of debit raised in year	106.59%	88.81%	98.86%	96.52%	87.92%	Higher		26.53%	42.32%	62.94%	87.92%		% income against total outstanding – We are on target for both day to day and major works charges and have collected £600k more in day to day charges than qtr1 in 22/23
Leaseholders -Major works as % of debit raised in year	44.07%	85.18%	222.83%	101.52%	86.46%	Higher		25.95%	52.45%	70.70%	86.46%		Whilst the number of licenses issued remains above target, there is an increasing backlog. This is due to several factors including an increase in number of 1-year licenses issued, resulting in increase in renewals each year; The service is working on reviewing processes and policy around renewals and an ongoing recruitment campaign.
Leaseholders -Day to day collection % of total outstanding (arrears + debit)	101.84%	85.51%	94.63%	1196.27%	835.03%	Higher		49.18%	136.8%	300.74%	835.03%		As at the end of March 2024, the Council was providing temporary accommodation to 808 households of which xxx were families. Numbers in temporary accommodation has increased by 42% since the end of year 2022/23.
Leaseholders -Major works as % of total outstanding balance (arrears + debit)	62.79%	61.42%	56.98%	69.51%	62.60%	Higher		10.35%	34.35%	45.62%	62.60%		The November figure is used as the annual street count figure for 2023, which is disappointing as it was the highest count all year (average 80)
Number of HMO properties licenced	939	435	650	535	764	Higher		378	95	215	76		The Severe Weather Emergency Protocol (SWEP) provides accommodation options for people sleeping rough during winter.
Number of households living in temporary accommodation	503	494	540	569	808	Lower		670	681	707	808		
Number of Rough Sleepers - snapshot of those observed on a single night	65	42	97	90	121	Lower		64 (May 23)	97 (July 23)	121 (Nov 23)	112 (Feb 24)		
Number of rough sleepers moved off the street into accommodation or reconnected to home area	413	458	399	443	417	Higher		59	57	128	173		

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Measure	Annual trend					Good Performance	5 Year Trend	2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Property Management													
Customer satisfaction with Right First Time (RFT) repairs	91%	91%	85%	85%	86%	Higher		86%	83%	83%	86%		Satisfaction is being sustained above 80% but this measure was consistently above 90% pre-Covid so it is possible for improvements to be made. The main impact on scores post-Covid is the waiting time for appointments as the Council has sought to address additional service demands (disrepair, FRA, damp and mould) largely within its existing resources.
Customer satisfaction with Mechanical & Electrical (M&E) repairs	85%	87%	77%	80%	80%	Higher		86%	85%	80%	80%		
The % of properties with a valid gas safety certificate	99.9%	99%	99%	99%	99.3%	Higher		99%	99.2%	99.3%	99.3%		Performance on gas safety certification remains above 99% and the number of outstanding certificates is ranging between 85 and 100 at present. It still takes longer to get no access cases into court and this remains an area of focus for the team. Please note that the figure reported against the new Regulatory "TSM" indicator will be slightly different due to the way it is calculated.
Volume of calls to repairs line	224,051	333,376	290,927	177,579	136,401	N/A		31,113	27,083	41,547	36,658		In 2023/24, the volume of repair line calls saw a 21% reduction in incoming calls compared to the previous year, but still at 10k+ a month. However, our online engagements now bring in 86% of our repairs orders - our main communication avenues now include WhatsApp, Webchat, SMS, and the Camden resident account.
Repairs line response times	90%	89%	98%	96%	96%	Higher		96%	94%	95%	96%		
% of repair orders raised online				71%	86%	N/A		77%	79%	86%	86%		
Volume of Case management		838	1,345	1,747	2,452	N/A		532	272	652	996		Case management constitutes 1% of total orders completed by the Housing repairs department. However, this year has seen a 29% increase in cases handled by the case management team. A focus is also being placed on Member Enquiries and making sure the team works closely with Member Support to make sure all enquiries are closed within the target timescale where possible.
% of Case management within response times		60%	84%	73%	84%	Higher		71%	66%	52%	84%		
Number of day to day repairs awaiting completion		New indicator	4,330	6,527	5334	Lower		6,823	7,166	6,226	5,334		The number of repairs outstanding has reduced this year as the new Head of Repairs focusses on productivity and works management. The percentages of repairs attended in target time did however fall and this is an area of focus for the team. As with gas, the figure for repairs completion for the new Regulatory TSM will differ due to the way it is calculated.
% of Emergency day to day repairs attend on target		New indicator	98%	97%	91%	Higher		96%	95%	91%	91%		
% of all day to day jobs repairs attend on target		New indicator	98%	91%	79%	Higher		86%	82%	80%	79%		
Disrepair cases – new	New indicator	83	163	134	96	Lower		109	80	100	96		The total number of disrepair cases being managed fell as a result of a data cleanse of historic cases that had been addressed but not removed from the tracker.
Disrepair cases – live		New indicator	406	565	494	Lower		651	727	500	494		
Development													
Community Investment Programme (CIP) homes completed (cumulative)	18	72	39	51	36	Higher		0	0	36	36		Highgate Newtown – 36 new homes.
CIP private home sales			29	68	36	Higher		16	9	7	4		There is a sense of caution amongst buyers with higher mortgage costs and this is likely to continue into 2024.

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Corporate Data Dashboard Q4 2023/43

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Economy, Regeneration & Investment													
Percentage of all planning applications approved	New Indicator	90%	89%	94%	92%	Higher		92%	94%	96%	93%		For year ending Dec 2023 (last period for which national data available), Camden at 92% was second in London behind City of London. New Govet monitoring regime starts October will require 60% of minor applications to be determined in 8 weeks and 50% of major applications in 13 weeks.
Percentage of major planning applications decided on time (Oflog metric)	90.2%	87.3%	94.0%	95.5%	85.7%	Higher		Oflog metrics. Annual only.					Although a number of decisions went over the statutory time period (eight weeks for non-major, 13 for major), an agreement was made with the agent to extend the duration for decisions to be made. One limitation of these measures is that they don't consider the outcome, i.e. whether the application is approved or refused. An approval, even if late, is a better outcome than a refusal for an applicant. This is why we include percentage of <u>applications approved as a corporate measure (above)</u> . London Boroughs generally have comparatively higher approval rates for major than non-major planning application, reflecting the fact that major applications are generally of a better quality than non-major applications and better resourced due to use of Planning Performance Agreements.
Percentage of major planning applications overturned on appeal (Oflog metric)	0.0%	0.0%	0.0%	1.6%	3.6%	Lower							
Percentage of non-major planning applications decided on time (Oflog metric)	90.2%	86.5%	81.9%	80.2%	66.3%	Higher							
Percentage of non-major planning applications overturned on appeal (Oflog metric)	1.1%	1.2%	0.9%	0.9%	0.7%	Lower							
Apprenticeship Starts	241	90	165	169	204	Higher		44	57	48	55		The increase in apprenticeship delivery in 23/24 compared to 22/23 is the result of a concerted effort by the team to work with employers internally and externally to create new opportunities, as well as to maximise our levers in procurement and planning. We have also been working on creating pathways to apprenticeships for key cohorts identified through youth mission work which includes a range of paid work placement opportunities not reflected in these apprenticeship numbers. The team ran a particularly successful campaign on behalf of Anglo American in which 10 Camden residents secured apprenticeships in January 2024. Quarter 4 saw the opening of the new Euston Skills Centre, which represents a real opportunity. Plans for the year ahead include an employer-delivered challenge day for schools, a programme for unaccompanied asylum seekers who are looked after by Camden and training around energy efficiency for residents working with community groups, Think and Do, and Power Up North London.
Kings Cross Construction Skills centre (KXCSC) Job Starts	New Indicator	102	137	123	143	Higher		36	37	30	40		Quarter 4 saw the opening of the new Euston Skills Centre, which represents a real opportunity. Plans for the year ahead include an employer-delivered challenge day for schools, a programme for unaccompanied asylum seekers who are looked after by Camden and training around energy efficiency for residents working with community groups, Think and Do, and Power Up North London.
People supported through neighbourhood job hubs (creating an action plan)	New Indicator	188	347	418	Higher		72	86	142	118		A busy quarter for Good Work Camden, particularly in terms of working with asylum seekers and refugees and with Health & Social Care employers. We have also been preparing for our Annual Jobs Fair which takes place at the Crowndale on 23rd	

Corporate Data Dashboard Q4 2023/43

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Number of job hub participants accessing work, self-employment or training			New Indicator	340	363	Higher		83	75	119	86		May. We have received a draft final evaluation report from our learning partner which confirms the value of our approach for residents and highlights some areas for development, iteration and improvement.

Corporate Data Dashboard Q4 2023/43

Measure	Annual trend					Good Performance	5 Year Trend	2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Recreation													
Leisure centre concession memberships as a percentage of all leisure centre memberships	46.9%	40.0%	53.0%	50.9%	43.2%	Higher		48.7%	48.1%	45.3%	43.2%		Camden currently has 10,989 concession members out of a total of 22,838. In real terms there was a reduction of 303 concessions since Q1 and a reduction in total leisure centre memberships of 343.
Library visits (per 1,000 population)	4,781	173	1,208	2,066	3,347	Higher		823	772	821	931		Library visits continue to increase with highest number since before Covid. Especially good to note that one library, Highgate, has been closed since 21 December 2023 for decarbonisation works which will have impacted the visitor figures for quarter 4.
Library digital use as a % of available PC time			30.0%	33.0%	32.0%	Higher		31%	32%	33%	32%		People bringing their own devices is increasing across the borough, and it would be good to be able to measure this at all sites when the WiFi upgrade has been completed. Libraries will be reviewing the number of PCs based on usage data when planning the PC refresh due in 2024/25.
Public Safety													
Percentage of Food Safety Inspections carried			75%	94%	78%	Higher		70%	70%	86%	78%		The data indicates a continued increase in the level of demand for Food Safety service. The percentage of Food Safety inspections completed during Q2 was again adversely impacted by the range and complex nature of the emergency issues which the service had to prioritise during Q2. However, the available data suggests that overall level of Food Safety standards across the borough remains relatively high.
Number of Out of Hours noise complaints responded to within 1 hour				New Indicator	79%	Higher		95%	94%	79%	79%		The data indicates a decrease in the level of demand for Noise Nuisance service over the year. Noise nuisance related complaints remained at a high level throughout Q2, however the noise nuisance response service has met its response target with over 90% of requests for response being responded to within the one-hour performance timeframe.
Notifiable offences indicator (this is not performance related indicator)				New Indicator				11,084	10,646	10,210			Awaiting Q4 data to be published by the Police

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Measure	Annual trend					Good Performance	5 Year Trend	2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Environment													
Percentage of household waste sent for reuse, recycling or composting (Oflog metric)	25.9%	28.6%	28.1%	27.9%		Higher		31.1%	29.4%	29.7% (est)	Qtrly data lag		Over 50% of the council's housing stock is flats, which create issues for the storage and collection of recycling from communal recycling areas, and can lead to higher contamination rates
Recycling contamination rate (Oflog metric)	16.0%	14.5%	12.3%	14.2%				Oflog metrics. Annual only					The contamination rate is affected by the recycling collection method used, with contamination higher from co-mingled collections. Camden's recycling is mixed with other 7 North London boroughs when sent to the sorting facility / processor and then apportioned between the North London boroughs, so does not provide a true reflection of Camden's actual rate
Residual household waste per household (kg/household) (Oflog metric)	396	334	406	358									Oflog metrics. Annual only
% of land and roads having deposits of litter	5.28%	4.03%	4.49%	7.31%	5.65%	Lower		6.25%	4.72%	N/A	5.97%		
Improved street and environmental cleanliness – fly tipping				New Indicator	4.49%			2.6%	4.00%	N/A	6.81%		Another KBT survey. No target, it is worth noting that 99.5% of fly tips were cleared by Veolia in the agreed timeframe (24hrs)
Average missed bin collection (per 100,000 collections)			49	44	45	Lower		48	54	36	44		Annual figure of 45 remains well below target of 60 missed bins per 1,000 collections

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Corporate Data Dashboard Q4 2023/43

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Supporting Communities													
Organisational Health													
Total Headcount - excluding Casual/Sessional Workers				2010	2191			1998	2,035	2,126	2,191		
Agency workers Headcount				232	291			308	326	305	291		
Number of apprentice new entrant starts				20	16			4	7	11	16		New entrants are mostly level 2 and 3 apprenticeships filled by people recruited by Camden Apprenticeship Team from the local community. 100% of annual target (20) achieved.
Number of new entrants apprentices on programme				32	42			36	34	38	42		On programme means anyone who is currently undertaking an apprenticeship
Number of existing staff starting apprenticeships				7	12			1	1	12	12		Existing staff means people who are already working for Camden before they start their apprenticeship, and tend to be higher level apprenticeships ranging from level 4 to level 7.
Number of existing staff apprentices on programme				19	25			21	14	25	25		Existing staff currently undertaking an apprenticeship
Page 127 Annual Turnover				9.15%	22.68%			15.00%	20.41%	17.56%	22.68%		This metric focusses on permanent members of staff who voluntarily leave the organisation within 1 Year of joining the Council as a percentage of all permanent leavers during the rolling year period.
Average working days sickness absence per employee				11.6	10.6			11.4	11.2	10.9	10.6		Supporting Communities has the highest average number of working days sickness absence taken per employee at the end of 2023/24
Number of complaints received				697	1,050			545	688	790	1,050		The Division which received the most number of complaints was Property Management
Percentage of complaints responded to within the deadline				43%	57%			39%	24%	39%	57%		who received 483 complaints in Q3, 44% of which were responded to within 10 days.
Number of Members' Enquiries (MEs) to division				1,018	1,092			999	1,034	952	1,092		Supporting Communities continue to receive the bulk of MEs received by the council. Matters relating to housing continue to lead with Property Management and Housing Support Services cumulatively receiving nearly 50 per cent of all MEs raised. Both divisions have increased their response rates despite these increases. This may not be reflected in the reported figures as the method of calculation has changed. Previously responses on time were measured against all responses yielding 71.2% but the new calculations measures all responses against all cases raised per division and therefore includes those still in progress at this time
Percentage of MEs responded to within 10 days				62.9%	66.3%			60%	65%	66%	66.3%		

Cost of Living Dashboard															
	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	12 month Trend	Notes
LIFT context measures															
Number of Camden households on a low income	24,475	24,415	24,479	24,480	24,524		24,398	24,338	24,396	24,146	24,093	23,994	24,065		LIFT Data. Peaked in Dec 2020 when there were 25,537 low income households
Number of Camden households below the poverty line	7,313	6,634	6,138	5,980	6,875		6,861	6,780	6,802	6,640	6,600	6,506	6,529		LIFT Data. Peaked in May 2020 when there were 11,710 households below the poverty line
Number of children living in Camden households below the poverty line	6,344	6,634	5,231	5,040	5,883		5,829		5,685	5,554	5,527	5,425	5,434		LIFT Data. Peaked in May 2020 when there were 8,593 children living below the poverty line
Number of Camden households with a cash shortfall - those households either at risk or are already in financial crisis where their income is not likely to meet their essential expenditure each month	3,769	3,170	2,787	2,701	3,090		2,532	2,444	2,449	2,427	2,419	2,329	2,369		A LIFT measure
Number of children living in those Camden households with a cash shortfall	1,516	1,085	752	693	1,251		924		890	942	919	876	898		A LIFT measure
Financial Support and Benefits															
Camden residents claiming out of work benefits (all)	6,585	6,700	6,650	6,655	6,680	6,635	6,725	6,735	6,690	6,640	6,670	6,940	6,880		At the peak of the pandemic in March 2021 the number of all people claiming out of work
Camden residents claiming out of work benefits (aged 18-24)	975	960	940	940	980	980	970	985	980	980	980	1,010	1,020		
Number of tenants claiming Universal Credit	6,076	6,362	6,362	6,399	6,574	6,517	6,594	6,727	6,779	6,867	6,973	7,048	7,099		April 2024 - Total arrears of tenants on UC £9.37m (52% of total arrears)
Number of Camden residents on Universal credit	19,458	19,661	19,795	19,808	19,911	20,074	20,248	20,476	20,697	20,993	21,139	21,449	21,671		Prior to the first lockdown in February 2020 the number of people on UC in Camden was 7,750, now peaking at 21,116 in Dec 2023.
% of Camden residents on Universal credit who are working	32.5%	32.2%	32.0%	31.8%	31.7%	31.1%	31.0%	31.7%	32.2%	32.1%	31.2%	31.3%	31.0%		In March 2022 working people claiming UC was 35.6%
Number of Housing Benefit (HB) claimants	16,105	15,983	15,882	15,732	15,681	15,589	15,516	15,444	15,302	15,167	15,062	14,959	14,922		Number of people claiming housing benefit continues to fall
Total number of Council Tax Support (CTS) claimants	22,407	22,363	22,446	22,467	22,513	22,532	22,413	22,337	22,308	22,232	22,163	22,071	22,155		Numbers claiming council tax support remains relatively steady
Cost of Living Crisis Fund applications received this financial year (cumulative)	6,634	973	1,694	1,944		2,413	2,706	3,320	4,316	5,018	5,987	6,645	7,606		Average payment 2023/24: £374.56
Cost of Living Crisis Fund applications received this month	1,112	973	721	250		469	293	614	996	702	969	658	961		85% of applications been approved
Cost of Living Crisis Fund applications approved this financial year (cumulative)	5,026	477	808	922		1,241	1,432	1,963	2,765	3,316	3,971	4,730	5,244		
Cost of Living Crisis Fund total amount approved/awarded this financial year (cumulative)	£1,956,273	£162,450	£297,975	£303,725		£387,675	£445,425	£647,025	£954,425	£1,300,000	£1,500,000	£1,744,625	£2,042,825		Approx £4m awarded since fund began in Sept 2022

Cost of Living Dashboard															
	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	12 month Trend	Notes
Welfare Support Line															
Total Welfare Support Line calls handled in month	3,491	3,281	2,447	2,302	2,155	1,836	1,504	2,336	2,027	1,808	1,962	2,088	2,045		
Number of Welfare Support Line calls with data captured in month	1,915	1,701	746	1,534	1,533	1,360	1,350	2,003	1,639	1,590	1,781	1,696	1,700		
Calls requiring financial support	1,345	1,072	459	822	698	650	717	1,191	1,163	1,049	1,129	945	1,068		
% of all calls requiring financial support	70.2%	63.0%	61.5%	53.6%	45.5%	47.8%	53.1%	59.5%	71.0%	66.0%	63.4%	55.7%	62.8%		
Calls requiring food/ food vouchers	169	229	50	226	253	233	176	334	170	216	220	243	253		
% of all calls requiring food/ food vouchers	8.8%	13.5%	6.7%	14.7%	16.5%	17.1%	13.0%	16.7%	10.4%	13.6%	12.4%	14.3%	14.9%		
Calls about fuel	49	55	17	13	9	9	9	18	28	20	26	17	11		
% of all calls requiring fuel	2.6%	3.2%	2.3%	0.8%	0.6%	0.7%	0.7%	0.9%	1.7%	1.3%	1.5%	1.0%	0.6%		
Calls about homelessness	352	345	220	473	576	468	488	480	278	305	405	476	366		
% of all calls requiring homelessness	18.4%	20.3%	29.5%	30.8%	37.6%	34.4%	36.1%	24.0%	17.0%	19.2%	22.7%	28.1%	21.5%		
Cost of Living impacts - arrears, homelessness															
Camden Households in Council Tax arrears (LIFT)	2,560	6,997	6,972	7,021	7,028		6,822	6,763	6,638	6,246	5,390	5,159	7,127		
Camden Households in Rent arrears (LIFT)	5,064	5,099	5,030	5,390	5,709		5,385	5,353	5,226	5,038	5,088	4,931	4,835		
Total rent arrears from Camden tenants (£m)	15.293	16.171	16.365	17.104	17.019	17.490	17.935	17.696	17.596	17.859	17.861	17.556	17.408		Prior to the first lockdown in February 2020 the total amount of arrears from Camden tenants was £7.537m
% of Camden tenants in 7 weeks+ rent arrears	15.22%	14.67%	14.84%	15.44%	15.29%	15.72%	16.12%	15.49%	15.50%	15.60%	15.58%	15.36%	15.13%		Showing signs of slowing down/ decreasing since October 2023
Households in Temporary Accommodation	613			670			659			707			808		March 2021: 494 March 2022: 540
Number of Rough Sleepers - Bi-monthly snapshot of those observed on a single night	58		64		97		90			121			112		The November figure is used as the annual street count figure for 2023, which is disappointing as it was the highest count all year (average 80)
Number of people observed rough sleeping by RTS during the month	117	75	103	111	133	121	98	125	164	130					These figures demonstrate the increase in rough sleeping from the previous quarter and an increase on this time last year.
Number of rough sleepers moved off the street into accommodation or reconnected per qtr	44			59			57						173		The Severe Weather Emergency Protocol (SWEP) provides accommodation options for people sleeping rough during winter.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend					Good Performance	5 Year Trend	2023/24				Notes	
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4		In year Trend
Corporate Services													
People and Inclusion													
Full time staff employed by the Council	3,506	3,547	3,503	3,569	3,846	N/A		3,618	3,669	3,729	3,846		In addition to figures listed for full time/part time staff there are 58 employees on permanent/fixed term contacts with no hours in the system
Part time staff employed by the Council	846	856	835	726	741	N/A		738	683	684	741		
% of total workforce employed as an agency worker	9.8%	9.56%	8.99%	10.12%	10.86%	N/A		9.45%	9.65%	10.68%	10.86%		
Number of apprentices working at Camden Council	62	69	75	61	73	N/A		71	75	77	73		
Overall turnover headcount	11.2%	7.23%	9.49%	11.81%	9.15%	N/A		11.14%	10.43%	9.97%	9.15%		Children & Learning had the highest overall turnover at 12.09% followed by Corporate Services (9.50%), Supporting Communities (8.37%) and Adults & Health (6.79%)
Voluntary turnover headcount	7.8%	4.80%	6.04%	7.78%	6.47%	N/A		7.69%	6.96%	6.70%	6.47%		Children & Learning had the highest voluntary turnover at 8.733% followed by Corporate Services (6.02%), Supporting Communities (5.92%) and Adults & Health (5.63%)
Critical turnover headcount	16.7%	8.51%	10.23%	9.14%	20.59%	N/A		12.84%	16.81%	16.61%	20.59%		Corporate Services had the highest critical turnover at 25.0% followed by Supporting Communities (22.68%), Children & Learning (16.92%) and Adults & Health (14.29%). This metric focusses on permanent members
All Black, Asian and other ethnic staff	40.6%	39.88%	40.77%	41.74%	43.38%	Higher		42.30%	42.89%	43.10%	43.38%		Work is on-going to encourage all our workforce to complete their equality data on our HR system Oracle so we have the best understanding of the make-up of our workforce.
All disabled staff	3.2%	3.94%	5.96%	7.87%	7.23%	Higher		6.92%	6.94%	7.08%	7.23%		
Top 5% of earners - Black, Asian and other Ethnicity		16.82%	20.47%	18.81%	21.81%	Higher		18.72%	20.59%	20.51%	21.81%		
Top 5% of earners - disabled		2.73%	5.58%	8.27%	6.17%	Higher		7.23%	6.72%	6.41%	6.17%		
Top 5% of earners - female		51.36%	50.23%	50.92%	48.97%	Higher		50.21%	49.58%	49.15%	48.97%		
Staff above grade L4Z2 from a Black, Asian or other ethnic background	27.6%	27.48%	30.01%	31.62%	32.86%	Higher		31.73%	32.76%	32.70%	32.86%		
Staff above grade L4Z2 with a disability	2.9%	3.16%	5.74%	6.68%	6.24%	Higher		6.27%	6.01%	6.19%	6.24%		

Corporate Data Dashboard Q4 2023/24



Measure	Annual trend					Good Performance	5 Year Trend	2023/24				Notes	
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4		In year Trend
Corporate Services													
People and Inclusion continued													
Number of employees not performing well		N/A	39	73	59	Lower		58	51	52	59		59 employees with Not Performing Well Rating as of 31st March 2024
Number of disciplinarys in the rolling year	34	19	15	22	5	N/A		20	20	16	5		Figure is as per records currently entered into HR Oracle System.
Number of grievance cases in the rolling year	12	11	9	8	11	N/A		5	6	8	11		Figure is as per records currently entered into HR Oracle System.
Average number of sick days taken	10.0	8.3	10.7	10.5	9.5	N/A		9.9	9.9	9.8	9.5		Adults and Health has the lowest average number of working day sickness absence taken per employee at 7.71. Supporting Communities has the highest average number of working days sickness absence taken per employee at 10.61. The average number of working days sickness absence taken within Children and Learning and Corporate Services is 9.99 and 7.75 days respectively.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend					Good Performance	5 Year Trend	2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
Finance													
General Fund Services Forecast Variance to budget (£m)	-0.027	0.198	-0.125	-0.14		N/A		6.9	5.9	0.4			The forecast overspend includes the impact of the 2023/24 pay award that has now been agreed. Inflation is higher than forecast when the 2023/24 budgets were set and as a result the pay award will cost the General Fund 1.5m above budget. Other significant pressures relate inflationary and demographic pressures across a number of services including homelessness and social care.
HRA Forecast Variance (£m)	5.9	2.66	1.7	13.1		N/A		6.4	4.00	1.20			Forecast overspend includes the impact of the pay award and pressure on repairs and maintenance budgets
Capital Spend In Year (£m)	179.6	154	173.3	224	231	N/A		33.1	83.4	143.5			The amount of capital invested in the councils priorities each year such as housing, highways infrastructure, education facilities, ICT, etc. Lower spend could indicate slippage, delays or underinvestment
Capital Receipts generated in year (£m)	60.4	38	82	65.6	39.04	N/A		11.4	23.2	35	39.04		Shows the amount of capital receipts raised to fund capital priorities and avoid the need to borrow thus placing additional pressures on revenue.
Total core spending power per dwelling	2,223	2,364	2,361	2,572	2,784	N/A		Oflog metrics. Annual only					This can be useful to compare different authorities core spending power, however there are a number of limitations to this metric e.g. a lot of council spending is not driven by the number of dwellings.
Total debt as percentage of core spending power	238%	237%	205%			N/A							The calculation takes the Capital Financing Requirement (debt) for both the Housing Revenue Account and the General Fund and compares it with GF only core budgets.
Debt servicing as percentage of core spending power	2.3%	1.9%	0.6%			N/A							A useful ratio as it is indicative of the affordability and sustainability of borrowing and capital plans.
Social care spend as percentage of core spending power	56.2%	51.8%	54.9%			N/A							Useful metric to show how much local authorities are spending on social care.
Non-ringfenced reserves as percentage of net revenue expenditure	41.4%	69.5%	63.8%			N/A							Camden have in the past run a deliberate strategy of maintaining un-ringfenced reserves at the low end of the scale to avoid passing on unnecessary pressures to residents.
Non-ringfenced reserves as percentage of service spend	36.3%	56.9%	58.6%			N/A							

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Corporate Data Dashboard Q4 2023/24

Measure	Annual trend					Good Performance	5 Year Trend	2023/24				Notes	
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4		In year Trend
Corporate Services													
Internal Audit reports followed up within 12 months of issue of final report	89%	82%	97%	83%	68%	Lower		75%	60%	75%	63%		Eight follow ups were scheduled for Q4. Five were completed and three are in progress hence 63% KPI achievement. Overall the trend for 23/24 indicates a decline from previous years. While Internal Audit had initiated follow up audits within 12 months, there were auditee delays in providing information to evidence the implementation of recommendations. This resulted in a decline in performance from previous years. Internal Audit has flagged auditee delays with the relevant Directors as appropriate.

Corporate Data Dashboard Q4 2023/24









Measure	Annual trend					Good Performance	5 Year Trend	2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
Finance continued													
Level of band D council tax rates (£) (Oflog metric)	1,242	1,291	1,356	1,396	1,466	N/A		Oflog metric. Annual only					
Council Tax Base Numbers - Band D Equivalents	90,500	92,700	88,125	90,219	92,555	N/A		Annual only					This figure is published as part of Camden's annual taxbase estimate which is used in the Council budget and estimating how much Council Tax was needed to assist ensuring a balanced budget for 23/24
Total amount Council Tax billed			159.37	166.78	177.24	Higher		178.06	180.47	178.48	177.24		The collection rate for the 23/24 financial year was 0.92% down on 95% target set. The cash shortfall equates to £1.63m (compared to £5.17m seen at the end of Q3). This means the Council need to collect that £1.63m shortfall along with the other £3.55 (2% expected) of 23/24 charge within the 24/25 year onwards to meet the overall 97% expected collection rate across the lifetime collection of the debt meaning we still have to collect £5.18m of the 23/24 charge in future years to meet the original budgeted amount. The c£166.75m collected during 23/24 represents a c£9.98m increase in cash collected against the previous financial year (because of the 4.99% increase in Council Tax charged between the 2 financial years).
% of council tax collected (Oflog metric)	95.35%	91.0%	94.15%	94.00%	94.08%	Higher		28.41%	51.19%	74.14%	94.08%		
Council tax revenue per dwelling (£) (Oflog metric)	1,350	1,419	1,419	1,511	1,649	N/A		Oflog metric. Annual only					
% of business rates collected (Oflog metric)	99.0%	92.46%	96.29%	96.47%	95.65%	Higher		34.05%	57.74%	82.93%	95.65%		The collection rate for 2023/24 was 0.35% down on the target set - some of the shortfall is down to the team are offering longer term repayment plans where requested to support businesses which will mean the income is not realised until 2024/25. In addition £2.44m of debt was added for the 23/24 financial year in March which would have had little or no time for businesses to ensure payment before 31 March 24 and will be collected as 'arrears' debt in 2024/25 alongside the new years instalments. In cash terms 0.35% shortfall meant we fell short of target by c£2.6m (reducing from £8.623mm short at the end of Q3) - this figure is less than the new debt added to the NCD in March 24 alone which shows the impact of the last minute movement in the rating list

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend					Good Performance	5 Year Trend	2023/24				Notes	
	2019/20	2020/21	2021/22	2022/23	2023/24			Q1	Q2	Q3	Q4		In year Trend
Corporate Services													
Law & Governance													
Number of complaints received (whole council)	969	951	1,216	2,580	3,586	Lower		677	818	899	1192		The number of stage 1 complaints has increased by 39% from 2022/23. The increase is driven by an increase in complaints for Property Management and Housing Management. The complaints team assigned 95% of stage 1 complaints within 2 working days. In Q4 there were an additional 446 cases dealt with as Business As Usual (BAU = not a formal complaint) requests.
Percentage of complaints responded to within the deadline	53%	51%	44%	47%	42%	Higher		41%	26%	38%	57%		
Number of upheld Ombudsmans complaints (per 100,000 population) (Oflog metric)	4.8	6.4	8.1	6.7		Lower		Oflog metric. Annual only				This metric shows the proportion of investigations in which the Local Government and Social Care Ombudsman found some evidence of fault or that the <u>organisation accept fault at an early stage</u> . For the year there were 1581 cases of which 1580 were done on time, and only one was late being sent the next working day. This is an excellent performance and puts us in the very top of all councils. In Qtr 4 director sign off of all FOI responses was introduced and has not impacted on response times. There were 334 cases treated as BAU and the year total for BAU is 1198.	
Number of Freedom of Information (FOI) requests received	1,523	1,316	1,388	1,283	1,581	Lower		387	397	393	422		
Percentage of FOIs responded to within 20 days	99%	98%	99%	100%	100%	Higher		100%	100%	100%	100%		
Number of Judicial Reviews issued		8	22	12	4	Higher		1	1	1	1		The numbers remain low which is a reflection of the difficulties in obtaining legal aid and the fact that officers are improving in their decision-making
Number of Pre-action protocol letters		88	180	90	74	Higher		25	17	15	17		
Participation, Partnerships & Communications													
Number of Members' Enquiries (MEs)			3,544	3,800	4,494	Higher		1,115	1,144	1,040	1,195		At the end of 2023/24 there has been there was a 18% increase in MEs received since the previous year. Supporting Communities receive the bulk of MEs received by the council. Matters relating to Housing making up over 50% of all MEs received.
Percentage of MEs responded to within 10 days			69%	68%	65%	Higher		59%	65%	67%	66%		

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Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
Digital and Data Service (DDS) - Contact Camden													
Total Number of calls to Contact Camden			New Indicator	565,888	507,723	N/A		137,301	124,515	120,460	128,132		Calls increased in Q4 as a result of main billing. Most of this increase was concentrated in March and centred around our Council Tax and Housing services - various correspondence was sent out including council tax bills, rent statements, benefits letters and leaseholder charges. Overall, a 10% reduction on last year.
Average wait time to answer (minutes)			New Indicator	7.26	11.33	Lower		13.48	10.48	10.53	10.00		Average wait time decreased throughout the year despite the increase in calls received due to recruitment. New CSOs joining Housing services and Council Tax had a positive impact and helped us to manage the increased demand of the annual billing period.
First contact resolution in Contact Camden			New Indicator	53%	50%	Higher		N/A	54%	49%	46%		For context around this measure, 17% of incoming calls were repeat contacts regarding the same issue. 22% were not resolvable within the Contact Camden scope of practice and were rerouted to back office teams. 11% required further information or activity from a resident. This is a good positive picture, however efforts to target the 17% which appears to be failure demand still offer good opportunity to improve performance and the customer journey. We are also working with back office teams to help streamline customer journeys where a high degree of contact needs to be passed on, including making improvements to the website.
Digital and Data Service (DDS)													
Volume of telephone calls to the IT Service Desk		48,158	52,418	30,629	30,904	Lower		7,608	7,362	6,602	9,332		Call volumes have increased in Q4 primarily due to a three significant incidents, one impacting approximately 500 laptops which required coordinated manual intervention.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
%age of tel calls abandoned		33%	11%	8%	11%	Lower		9%	8%	6%	17%		Our target is not to exceed 5% abandoned calls to the IT Service Centre, which was seriously impacted due to the challenges caused by a major incident impacting 500 laptops, which needed manual intervention. Abandoned telephone calls was increased because of IVR messages giving staff instructions. Resourcing challenges and service-impacting major incidents have resulted in exceeding the target throughout the year. The service model is not designed to handle excess peaks of contact, and DDS is working to introduce a dashboard to communicate service status and an automated notifications system to manage and communicate outages.
Average wait time to answer		00:21:52	00:05:18	00:02:38	00:03:11	Lower		0:03:30	0:02:54	0:02:31	0:03:48		Our target is not to exceed 5 minutes.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
DDS continued													
Tickets created for DDS Teams by Service Desk via Telephone			New Indicator	14,580	18,960	Lower		5,302	5,369	4,007	4,282		The total number of tickets created in our ticket system by Service Desk staff, either in response to phone calls or face-to-face visits to our IT Hub. This figure has continued to reduce throughout the year as staff have transitioned channel to the online portal. Note that the number of telephone calls continued to exceed the number of tickets, but this accounts for staff calling to chase tickets.
Total number of tickets created for DDS Teams			New Indicator	21,464	53,086	Lower		12,126	12,977	12,993	14,990		The total number of tickets created in our ticket system (Jira Service Management). The number of tickets has increased significantly compared to the last quarter driven by increased workload and coaching of frontline staff to ensure every request is logged within the ITSM.
Number of tickets raised for DDS Teams in the portal (self-service)			New Indicator	21,464	26,176	Higher		5,025	5,657	6,043	9,451		DDS is working to increase the proportion of tickets raised as self-service, allowing us to deploy resources more efficiently by spending more time working on issues and less time on the telephone. Analysis is continuing into why colleagues continue to call the service desk rather than using the portal.
First Response Time SLA: Service Desk Incidents (within 2 hours)			New Indicator	88%	91%	Higher		89%	92%	93%	89%		Informally, our Service Desk is targeted at 90% to respond to incident tickets (where something is broken) in 2 working hours. A response is measured as either assigning the ticket to an engineer or posting an update. We are pleased to see this indicator increase, with the improvement attributed to shifting resources to earlier in the day to meet peak demand.
Number of face to face appointments delivered at the IT Hub			New Indicator	1,568	2,002	Lower		499	498	499	506		We continue to see demand for face-to-face IT support appointments at the IT Hub. The IT Hub has remained an appointments-only service (booked via the Service Desk) since the beginning of the pandemic to allow DDS to manage demand and to ensure that face-to-face appointments are only provided where there is a genuine need. Approximately 80 people visit each week without an appointment.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/24					Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Corporate Services													
Corporate Services Organisational Health													
Total Headcount - excluding Casual/Sessional Workers				993	977			1,025	1,021	958	977		
Agency workers Headcount				104	130			107	109	111	130		
Number of apprentice new entrant starts				3	21			11	18	21	21		New entrants are mostly level 2 and 3 apprenticeships filled by people recruited by Camden Apprenticeship Team from the local community. 15% of annual target (20) achieved.
Number of new entrants apprentices on programme				11	24			22	21	24	24		On programme means anyone who is currently undertaking an apprenticeship
Number of existing staff starting apprenticeships				7	5			0	0	5	5		Existing staff means people who are already working for Camden before they start their apprenticeship, and tend to be higher level apprenticeships ranging from level 4 to level 7.
Number of existing staff apprentices on programme				25	22			21	17	23	22		
Critical turnover headcount				3.95%	25.0%			4.92%	13.04%	18.87%	25.0%		
Average working days sickness absence per employee				8.9	7.8			8.3	8.6	8.1	7.8		
Number of complaints received					302			87	67	57	91		
Percentage of complaints responded to within the deadline					64%			66%	59%	53%	79%		
Number of Members' Enquiries (MEs) to division					192			76	54	33	29		Corporate Services achieved 74.1% of cases responded to within the 10-day window. The Finance and Procurement division has the largest number of MEs 21, (70%). Key service areas in this division include Council Tax and Business Rates (10) and Benefits (8).
Percentage of MEs responded to within 10 days					76%			67.1%	83%	79%	75.8%		

Corporate Data Dashboard Q4 2023/24

Corporate Services

Organisational Health

	Corporate Strategy & Policy Design	Digital & Data	Equality & Community Strength	Finance	Human Resources	Law & Governance	Participation, Partnerships & Communication	Corporate Services	London Borough of Camden
Total Headcount - excluding Casual/Sessional Workers	43	338	34	197	105	184	74	977	4610
Agency workers Headcount	0	55	7	23	6	39	0	130	639
Critical Turnover (12 months)	0.0%	40.0%	0.0%	16.7%	0.0%	0.0%	0.0%	25.0%	20.6%
Critical Leavers (12 months)	0	10	0	2	0	0	0	12	49
Average working days sickness absence per employee	1.1	12.0	1.1	5.1	6.1	8.2	6.7	8.1	9.8
Number of complaints received	0	4	0	7	0	3	2	91	1192
Percentage of complaints responded to within the 10 day deadline	N/A	50%	N/A	29%	N/A	33%	0%	79%	57%
Number of Members' Enquiries (MEs) to division	0	7	0	20	0	2	4	33	1195
Percentage of MEs responded to within 10 days	N/A	50%	N/A	83%	N/A	100%	100%	79%	66%

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend					2023/23					Notes/Comments		
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3		Q4	In year Trend
Children and Learning													
Education													
	Academic Year					Good Performance	Annual Trendline	Academic Year 2023/24				In year Trend	Academic Year reporting
	2019/20	2020/21	2021/22	2022/23	2023/24			Autumn 23	Spring 24	Summer 24			
% of pupils attending good/outstanding schools in Camden	100%	100%	97%	97%		Higher		97%	97%				At present, 97% of schools are good or outstanding - UCL Academy + William Ellis, both inspected in 2021/22 and judged as 'Requires Improvement' are due re-inspection in the next
Secondary Schools - number of permanent exclusions	10	17	17	16		N/A		11					Secondary school - provisional autumn term figures are higher than previous autumn terms with around 100 extra suspensions. Primary schools - are relatively low though higher when compared to previous autumn terms.
Secondary Schools - number of suspensions (fixed-term exclusions)	514	627	782	844		N/A		352					
Primary Schools - number of permanent exclusions	1	0	0	1		N/A		0					
Primary Schools - number of suspensions (fixed term exclusions)	49	39	42	37		N/A		31					
Primary Schools attendance		94.6%	93.4%	93.3%		Lower		94.3%					Autumn 2023 data shows an improvement on previous years. There remains a strong focus on the attendance of pupils with a social worker.
Secondary Schools attendance		92.0%	91.4%	91.1%		Lower		92.3%					
Special Schools attendance		83.6%	80.6%	80.6%		Lower		84.3%					
Numbers of children missing education (CME)	233	424	303	282		N/A		161	222				At the end of Spring 2024, 115 cases were closed (YTD), 10 cases remained open and 97 referrals to other boroughs.
Numbers of children being educated at home (EHE)	241	338	316	354		N/A		267	301				There were 27 new EHE notifications between January and March 2024 alongside existing open cases.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/23					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Children and Learning													
Children's Family Help and Safeguarding													
Number of front door contacts	6,265	6,265	6,619	6,953	8,206	N/A		2,129	3,913	6,031	8,206		The volume of contacts through the front door continues to rise year on year high. We have put some additional capacity in the front door to make sure it continues to be safely managed.
Number of children subject to a Child Protection Plan	270	329	145	176	166	N/A		180	191	187	166		Numbers of children with a child protection plan has slightly decreased this year. We will continue to audit both those children who have had plans over 14 months to ensure there is no drift or delay and those children who are taken to conference and a child protection plan is not made.
Number of Children Looked After	190	187	191	197	214	N/A		222	217	207	214		The numbers of Children Looked After has slightly increased in 2023/24 and are higher than the prior 5 year trend. The total number of UASC CLA remains high (38 children, 18% of all Camden CLA at end of Quarter 4 2023/24).
Number of Children in Need		1,382	1,327	1,457	1,382	N/A		1,466	1,370	1,325	1,382		CIN numbers have decreased since last year. Our re-referral rates remain below statistical neighbours but we will continue to monitor this closely to make sure we do not have a revolving door.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/23					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Children and Learning													
Children's Prevention, Family Help and Safeguarding													
% of non-returning families following an early help intervention	84%	79%	83%	75%	76%	Lower		81%	77%	85%	76%		This indicator relates to the % of families who remain free from further early help or social work intervention 12 months after closing to early help casework.
% of 16/17 year olds who are in education, employment or training	93.4%	96.8%	95.1%	97.4%	97.2%	Higher		96.5%	Not Reported this Qtr	96.6%	96.9%		At the end of Q4 (Oct-Dec) Camden had the second highest proportion of EET in Central London at 96.9% with NEETs at 2.1% or 66 young people) and Unknowns 1% or 31 young people.
First time entrants to the Youth Justice System	63	56	35	24	25	Lower		5	4	6	10		FTE continue to remain low in 2023/24.
% young offenders in court who received a custodial sentence	3.5%	3.2%	3.6%	0.0%	0.0%	Lower		0.0%	0.0%	0.0%	0.0%		No children received a custodial outcome in 2023/24.
Knife crime with injury (victims 1-24 not domestic abuse)	56	27	48	44	41	Lower		14	15	8	4		There were 41 youth victims of knife crime with injury overall in 2023-24. This is compared to 44 in the previous year.
Placeholder for a measure(s) around Domestic Violence (DVA)													
Placeholder for a measure(s) around Special Education Needs (SEN)													

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/23					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Children and Learning													
Children's Prevention, Family Help and Safeguarding													
Academic Year reporting	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	Trendline	Autumn 23	Spring 24	Summer 24			Academic Year reporting
Early years take up at 2 years old	76%	67%	68%	77%	74%	Higher		84%	75%				The Free Entitlement Team and Information Engagement Workers continue to contact parents on the DWP list to encourage and support them to apply. Some disadvantaged parents may be eligible for the new entitlement for 2YOs of working as well as the disadvantaged funding, which will be monitored over the next academic year.
Early years take up at 3 and 4 years old (Camden enhanced offer)	413	382	585	498	394	Higher		280	404				22% of parents took up the Camden Offer at our maintained day nurseries; 18% with our childminders and private & voluntary providers and 60% in our school nurseries.

Corporate Data Dashboard Q4 2023/24

Measure	Annual trend							2023/23					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Children and Learning													
Children & Learning Organisational Health													
Total Headcount - excluding Casual/Sessional Workers					891				881	877	891		
Agency workers Headcount					119				N/A	93	119		
Number of apprentice new entrant starts				4	5				0	1	5		New entrants are mostly level 2 and 3 apprenticeships filled by people recruited by Camden Apprenticeship Team from the local community. 20% of annual target (20) achieved.
Number of new entrants apprentices on programme				6	7				2	3	7		On programme means anyone who is currently undertaking an apprenticeship
Number of existing staff starting apprenticeships				6	2				0	2	2		Existing staff means people who are already working for Camden before they start their apprenticeship, and tend to be higher level apprenticeships ranging from level 4 to level 7.
Number of existing staff apprentices on programme				16	6				3	5	6		
Critical Turnover					16.92%				19.05%	14.10%	16.92%		
Average working days sickness absence per employee					9.9				9.6	9.9	9.9		
Number of complaints received					84				30	28	26		
Percentage of complaints responded to within the deadline					15%				13%	10%	22%		
Number of Members' Enquiries (MEs) to division					33				12	9	12		
Percentage of MEs responded to within 10 days					40.0%				46%	33%	41.7%		

Corporate Data Dashboard Q4 2023/24

Children & Learning

Organisational Health

	Camden Learning	Children's Safeguarding and Early Help	Education Commissioning and Inclusion	Children and Learning	London Borough of Camden
Total Headcount - excluding Casual/Sessional Workers	43	700	147	891	4,610
Agency workers Headcount	2	106	11	119	639
Critical Turnover	0.0%	18.6%	0.0%	16.9%	20.6%
Critical Leavers	0	11	0	11	49
Average working days sickness absence per employee	1.1	11.3	5.4	10.0	9.5
Number of complaints received	0	20	6	26	1,192
Percentage of complaints responded to within 10 days	N/A	25%	17%	22%	57%
Number of Members' Enquiries (MEs) to division	0	11	1	12	1,195
Percentage of MEs responded to within 10 days	N/A	45%	0%	42%	66%

Corporate Data Dashboard Q4 2023/24

Measure								2023/24					Notes/Comments	
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend		
Adults and Health														
Health & Wellbeing - Children														
% of births that receive a face to face New Birth Visit within 14 days by a Health Visitor				94.2%	90.5%	Higher		93.4%	93.2%	93.3%	90.5%		Q4 continues strong performance; additional 6.5% received face-to-face NBVs after 14 days, by a Health Visitor (total 97%)	
Children who received a 2-2½ year review from the Health Visiting Service	85%	80.2%	68.0%	78.5%	81.8%	Higher		79.5%	82.0%	82.2%	81.8%		Q4 data shows continuation of a steady and sustained rise, with minor fluctuations, following the introduction of several improvement actions.	
<i>Placeholder for a measure around Mental Health</i>														
Health & Wellbeing - Adults (Qtrly data lag)														
% of eligible people who have been called to receive an NHS Health Check														In Q3, invites to receive an NHS Health Check were sent to 1,326 residents out of 58,953 residents who are eligible, and 2,264 (3.8%) residents received an NHS Health Check. This take-up rate exceeds the quarterly target of 3.5% of the eligible population receiving a health check. The drop in activity from Q2, can be attributed to H&W's decision (and communications to practices) to return to paying for activity based on the practice targets which reflect the available budget. Previous decision to pay for additional activity beyond practice maximum threshold was to aid pandemic recovery which has now been achieved.



Corporate Data Dashboard Q4 2023/24

Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
Health & Wellbeing - Adults (Qtrly data lag) continued													
Percentage of smokers who stop smoking			59%	64%		Higher		53.0%	58.0%	60%			In Q3, 60% of smokers across the service achieved the four-week quit, which is above the target of 55% .
Number of primary drug users in treatment	1,148	1,208	1,209	1,171		Higher		865	966	1,051			In Q1, Camden's integrated drug and alcohol service started as a brand new service. To that end, a number of factors will impact on performance measures. There was a need for a significant data cleansing exercise to be undertaken by previous providers prior to April 1. Since Q1 there has been an increase in both drug and alcohol users starting treatment. The data source for numbers in treatment calculates the metric as a 12 month rolling period, however, as the service only began in April, we don't yet have 12 months rolling data. In Q3 there was a decrease in unplanned exits for drug users (this is positive - the lower the percentage the better) and a small increase in unplanned exits for alcohol users. Commissioners will be reviewing this performance with the service as part of standard contract/performance review processes.
% of unplanned exits of primary drug users	10.5%	10.5%	10.9%	5.5%		Lower		16.0%	18.4%	17.6%			
Number of primary alcohol users in treatment	652	630	697	655		Higher		323	406	482			
% of unplanned exits of primary alcohol users	8.8%	5.0%	4.4%	3.3%		Lower		3.7%	1.9%	4.0%			
Numbers accessing mental health awareness training			636	330		Higher		158	111	210			In Q3, 210 people were trained in Camden representing an 89% increase since the previous quarter. It is important to note 124 of those who attended were from organisations working across both Camden and Islington as well as those who did not specify a borough.
Numbers trained on the Making Every Contact Count (MECC) programme			198	134		Higher		43	76	37			In Q3, 37 staff and volunteers from Camden completed MECC training. This is below the Camden target and a 51% decrease from the previous quarter. This is not unexpected, as the winter period tends to see reduced attendance numbers due to annual leave.
Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services	937		1463	1449		Higher		384	508	795			During Q3, there were 795 LARC fittings by LARC delivery partners which is an increase on the previous quarter. This increase in activity has been a result of more LARC fittings undertaken by GPs.

Corporate Data Dashboard Q4 2023/24


Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
Adult Social Care													
Total number of initial records completed in quarter		3269	3364	3422	3187			763	691	830	903		This demonstrates how many new people are contacting adult social care for support. The last 3 years have seen increasing numbers of people contacting adult social care. Despite a significant increase in the last two quarters of the year the total number of initial records is 3187 - 226 fewer initial records than 22/23 - a 7% reduction.
Total number of social care hospital discharges completed per quarter		1433	1784	1742	1611			395	397	387	432		Social Care related hospital discharges - Q4 23/24 had 45 more dischargers than Q3, but was more in line with the levels seen in Q4 the previous year. Overall there were 132 fewer discharges than the previous year, an 8% reduction.
Requests resulting in a service (per 100,000 population) (Oflog metric)	590	1027	1423					Oflog metric. Annual only					
% of people who have approached the council for help with adult care who go on to receive a full social care assessment (Conversation 3). This does not include people referred via hospital discharge.		24%	22%	25%	18%			15%	21%	19%	16%		This refers to people who approached ASC (excluding hospital discharge) who then went on to receive a full social care assessment. The lower the proportion of people that go onto a full assessment, the more likely that the front door of ASC is working in an early help, prevention focussed, strength based way. Overall for this year it appears that more people were supported at an earlier stage before a Care Act assessment was required. However - There is a degree of variability in this data due to work to reduce the number of people waiting for adult social care so a degree of caution is required with these results whilst waiting list work continues.
		770	743	845	645			135	157	169	184		
People drawing on support at home on snapshot date (end of period), as proportion of total receiving long term care and support	79%	81%	80%	80%	81%			80%	80%	81%	81%		Support at home is all non-residential long term care and support so is a greater number than just homecare + direct payments. Other areas included are day centres, transport, community support and more. This consistently makes up around 80% of the total long term care and

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Corporate Data Dashboard Q4 2023/24													
Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
<p>total receiving long term care and support.</p> <p>The figure below is the total number of people receiving long term care and support at home</p>	2225	2185	2184	2300	2320			2288	2273	2308	2320		<p>support packages.</p> <p>The trend of increasing numbers of support at home ended in Q1 and into Q2, but has since increased in the latter half of the year, with 20 more people drawing on care and support at home in Q4 23/24 than in Q1 23/24.</p>

Corporate Data Dashboard Q4 2023/24													
Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
Adult Social Care continued													
Snapshot of people drawing on homecare (from end of each quarter)	—	960	1016	1133	1154			1132	1128	1143	1154		Homecare provision in the latter half of the year has shown a small increase, with 21 more people drawing on homecare than in Q4 22/23
Proportion of older people drawing on support at home who are in receipt of a Direct Payment (total numbers included below)		23%	20%	19%	18%			19%	18%	18%	18%		Direct Payment numbers are still lower than pre-covid levels, and work is ongoing to improve these figures, as we know that a direct payment is one of the best ways to ensure people can access flexible support and focus on what matters to them. Q4 has seen a small rise from Q3 with 5 fewer direct payments than the start of the year.
		268	241	235	230			232	227	225	230		
Proportion of younger adults drawing on long-term services who are living in registered residential care		11%	11%	11%	8%			9%	9%	8%	8%		This measure looks at younger people living in registered residential care - this is predominately looking at adults with a learning disability. The suggested range for this measure is under 10%; it is currently tracking at 8% - 3% lower than the annual trend for 22/23
		141	134	133	103			119	112	104	103		
People living in Nursing Care on snapshot date (end of period); as proportion of total people drawing on ASC	7%	6%	6%	7%	7%			7%	7%	7%	7%		The proportion of people drawing on Nursing care (in terms of all ASC support) remains stable, but the total number of people in nursing care has slowly increased through 22/23 and into 23/24. Note: Some delays in packages being set up will result in slight amendments to figures as the year progresses.
	200	168	165	186	211			203	209	201	211		
People living in Residential Care on snapshot date (end of period), as proportion of total people drawing on ASC	14%	15%	16%	15%	14%			14%	14%	14%	14%		Overall there are 32 fewer people living in residential care than Q4 22/23, although this has stayed relatively stable at 14% of total people drawing on ASC. Note: Some delays in packages being set up will result in slight amendments to figures as the year progresses.
	407	402	424	425	393			399	394	386	393		
Carers of people in adult social care quality of life	Not in Survey	Not in Survey	6.80%	Not in Survey				Oflog metrics. Annual only					The quality of life (QoL) scores for adults and carers are derived from a weighted total of responses to specific questions within the annual Adult Social Care Survey (ASCS) and the biennial Survey of Adult Carers in England (SACE). They are important measures given they are calculated using responses directly from people who draw on
People in adult social care quality of life	0.350	0.317	0.367	0.344									
People who use services who found it easy to find information	66.3%	Not in Survey	63.5%	66.9%									

Corporate Data Dashboard Q4 2023/24

Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
Carers who found it easy to find information about services	Not in Survey	Not in Survey	56.3%	Not in Survey									care and carers. An analysis of the individual questions that make up the overall QoL scores reveals 88% of Camden respondents report that social care improves their
Short term service provision and do not then require long-term support	53.4%	66.0%	74.1%	57.6%									

Corporate Data Dashboard Q4 2023/24

Measure								2023/24					Notes/Comments
	2019/20	2020/21	2021/22	2022/23	2023/24	Good Performance	5 Year Trend	Q1	Q2	Q3	Q4	In year Trend	
Adults and Health													
Total Headcount - excluding Casual/Sessional Workers					551				500	533	551		
Agency workers Headcount					99				N/A	86	99		
Number of apprentice new entrant starts					2				0	1	2		New entrants are mostly level 2 and 3 apprenticeships filled by people recruited by Camden Apprenticeship Team from the local community. 20% of annual target (20) achieved.
Number of new entrants apprentices on programme					4				2	3	4		On programme means anyone who is currently undertaking an apprenticeship
Number of existing staff starting apprenticeships					4				0	2	4		Existing staff means people who are already working for Camden before they start their apprenticeship, and tend to be higher level apprenticeships ranging from level 4 to level 7.
Number of existing staff apprentices on programme					10				6	8	10		
Optical Turnover					14.29%				6.45%	15.15%	14.29%		
Average working days sickness absence per employee					7.7				8.4	7.8	7.7		Adults and Health has the lowest average number of working day sickness absence taken per employee at the end of 2023/24
Number of complaints received					75				26	24	25		
Percentage of complaints responded to within the deadline					8%				7%	13%	4%		
Number of Members' Enquiries (MEs) to division					77				40	24	13		Adults and Health have a relatively small but challenging caseload often requiring a multi-agency approach. They are in the process of implementing a new triage process to improve response rates.
Percentage of MEs responded to within 10 days					52%				45%	67%	40%		

Corporate Data Dashboard Q4 2023/24

Adults & Health

Organisational Health

	Adult Social Care Operations	Adult Social Care Strategy and Commissioning	Health and Wellbeing	North London Councils Programme Team	Supporting People Strategy Team	Adults and Health	London Borough of Camden
Total Headcount - excluding Casual/Sessional Workers	253	183	56	15	43	551	4,610
Agency workers Headcount	53	45	1	0	0	99	639
Critical Turnover (12 months)	0.00%	0.00%	75.00%	0.00%	25.00%	14.29%	20.59%
Critical Leavers (12 months)	0	0	3	0	1	4	49
Average working days sickness absence per employee	6.7	12.5	1.2	1.1	3.3	7.7	9.5
Number of complaints received		25				25	1192
Percentage of complaints responded to within 10 days		4%				4%	57%
Number of Members' Enquiries (MEs) to division		13				13	1,040
Percentage of MEs responded to within 10 days		30%				30%	66%

Corporate Data Dashboard Q4 2023/24

Supporting Communities

Organisational Health

	Development	Economy, Regeneration and Investment	Environment and Sustainability	Housing Management	Housing Support Services	Property Management	Public Safety	Recreation Services	Repairs & Operations	Resident Safety	Supporting Communities Strategy Team	Supporting Communities	London Borough of Camden
Total Headcount - excluding Casual/Sessional Workers	120	187	275	508	242	507	107	185	42	1	16	2191	4610
Agency workers Headcount	4	9	42	37	37	122	22	17	1	0	0	291	639
Critical Turnover (12 months)	0.0%	10.0%	0.0%	11.1%	25.0%	32.4%	36.4%	25.0%	0.0%	0.0%	50.0%	22.68%	20.6%
Critical Leavers (12 months)	0	1	0	1	2	11	4	2	0	0	1	22	49
Average working days sickness absence per employee	2.8	5.4	8.3	11.2	9.0	15.4	14.7	12.9	2.2	2.5	2.9	10.6	9.5
Number of complaints received	9	53	82	104	125	607	37	0		15	0	1050	1192
Percentage of complaints responded to within 10 days	33%	25%	46%	45%	42%	70%	32%	N/A		20%	N/A	57%	57%
Number of Members' Enquiries (MEs) to the Division	15	132	136	109	255	283	118	0		16	0	1092	1,195
Percentage of MEs responded to within 10 days	73%	67%	68%	67%	69%	75%	72%	N/A		75%	N/A	66%	67%

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LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Culture and Environment Scrutiny Committee Work Programme for 2024/25 and Action Tracker	
REPORT OF: Executive Director Supporting Communities	
FOR SUBMISSION TO: Culture and Environment Scrutiny Committee	DATE: 15 July 2024
<p>SUMMARY OF REPORT This paper provides an update on the work programme for the Committee for the year 2024/25 and tracks actions from previous meetings.</p> <p>LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION: No documents that require listing have been used in the preparation of this report.</p> <p>CONTACT OFFICER: Oliver Jones Director of Recreation Supporting Communities 5 Pancras Square London N1C 4AG Telephone: 020 7974 8832 Email: oliver.jones@camden.gov.uk</p>	
<p>RECOMMENDATION:</p> <p>The Culture and Environment Scrutiny Committee is asked to: (i) note and identify any issues or areas for consideration within the proposed work programme for 2024/25 and to note the actions taken arising from previous meetings.</p>	
<p>SIGNED:</p> <div style="text-align: center; margin: 10px 0;">  </div> <p>Gillian Marston, Executive Director of Supporting Communities</p> <p>DATE: 2nd July 2024</p>	

1. Introduction

- 1.1. This report provides an outline of the proposed 2024/25 work programme for the Committee at Appendix A. It also presents an update on progress in following up on actions from previous meetings.

2. Terms of reference

- 2.1 The Committee has the following terms of reference:

1. To scrutinise the Council's cultural and environmental policies and the provision, planning, financing, management and performance of services relating to culture, environment, regeneration, community safety, parking strategy and operations, and the voluntary sector provided by the Supporting Communities and Corporate Services Directorates and other service providers.
2. To be the Council's Crime and Disorder Committee.

3. General information about planning the work programme

- 3.1 The work programme should be informed by the corporate priorities of the Council, the priorities of the relevant portfolio holders, and issues raised by our communities.
- 3.2 The Joint Chairs of Scrutiny have been working with the Centre for Public Scrutiny (CfPS), members of the Cabinet, other scrutiny committee members and senior officers to review the Council's scrutiny function and develop options for the future improvement of scrutiny. The Joint Chairs of Scrutiny have proposed that the following prioritisation criteria be considered as a good practice approach to supporting the ruthless prioritisation of individual scrutiny committee agenda items:
- Will improve outcomes for residents and local communities and/or value for money;
 - Is of significant relevance to residents and local communities;
 - Will contribute to the understanding and/or delivery of agreed strategic priorities;
 - Will help develop a shared understanding of a problem, its challenges, opportunities and possible solutions;
 - Will promote wider engagement with local residents, communities and the local voluntary and community sector (VCS);
 - Will increase collaborative working, sharing of information, networking and engaging across stakeholders.
- 3.3 The Committee covers a wide range of services as seen in the terms of reference. The structure chart at Appendix C identifies the key senior officers who hold these services within their divisions.
- 3.4 A provisional work programme is available at Appendix A. Further changes can be made as the Committee considers appropriate. The Committee is asked to

review the contents of the work programme and provide their views on what the Committee may wish to discuss during the 2024/25 municipal year. There may also be matters that emerge during the year that warrant amendments to the programme.

- 3.5 The Committee is also invited to consider what, if any, forthcoming key Cabinet decisions it wishes to look at in advance of those decisions being taken. Forward Plan items under the Committee's remit are set out at Appendix B.
- 3.6 An action tracker, which updates on progress in following up the Committee's actions, is at Appendix D.

4 Scrutiny Panels

- 4.1 The Committee can form scrutiny panels to look at more specific areas under its remit. These are task-and-finish panels and should be established with clear terms of reference and target date to report back to the main Committee.
- 4.2 The Committee is constitutionally limited to one panel at a time, and co-ordination of Panels should be agreed by the Joint Chairs of Scrutiny Committee to ensure effective use and co-ordination of resources across all scrutiny committees.

5 Legal comments of the Borough Solicitor

- 5.1 There are no legal comments arising from this report.

6 Finance Comments of the Executive Director Corporate Services

- 6.1 There are no finance comments arising from this report.

REPORT ENDS

Appendix A: Culture and Environment Work Programme 2024/25

Work Programme 2024/2025

Meeting date and theme	Item
Upcoming meetings	
Monday 15 th July 2024	<ul style="list-style-type: none"> • Cabinet Member for a Sustainable Camden response to the Circular Economy Panel Report • Clean Air Action Plan – Update • Violence Against Women and Girls update • Insight, Learning and Impact Report Q4/End of Year 2023-24
Monday 7 th October 2024	<ul style="list-style-type: none"> • Annual report of the Cabinet Member for Safer Communities • Met Police reports: Turnaround Plan Current policing activity and state of the borough Facial recognition • NLWA Joint Waste Strategy • Royal Mail to discuss issues with missing post-delivery in the borough.
Monday 11 th November 2024	<ul style="list-style-type: none"> • Annual report of the Cabinet Member for Voluntary Sector, Equalities and Cohesion • Camden Transport Strategy 3-year Delivery Plan (2025 – 2028) • Update on Camden Libraries • Update on Culture
Monday 9 th December 2024	<ul style="list-style-type: none"> • Update on Plant-Based food for all Camden Internal Catering • Safer Cleaner Enforcement • Update on Biodiversity • Update on Sports and Physical Activities (including contract with Better)
Monday 13 th January 2025	<ul style="list-style-type: none"> • Annual report of the Cabinet Member for a Sustainable Camden • Thames Water Update
Monday 24 th February 2025	<ul style="list-style-type: none"> • Annual report of the Cabinet Member for New Homes, Jobs and Community Investment

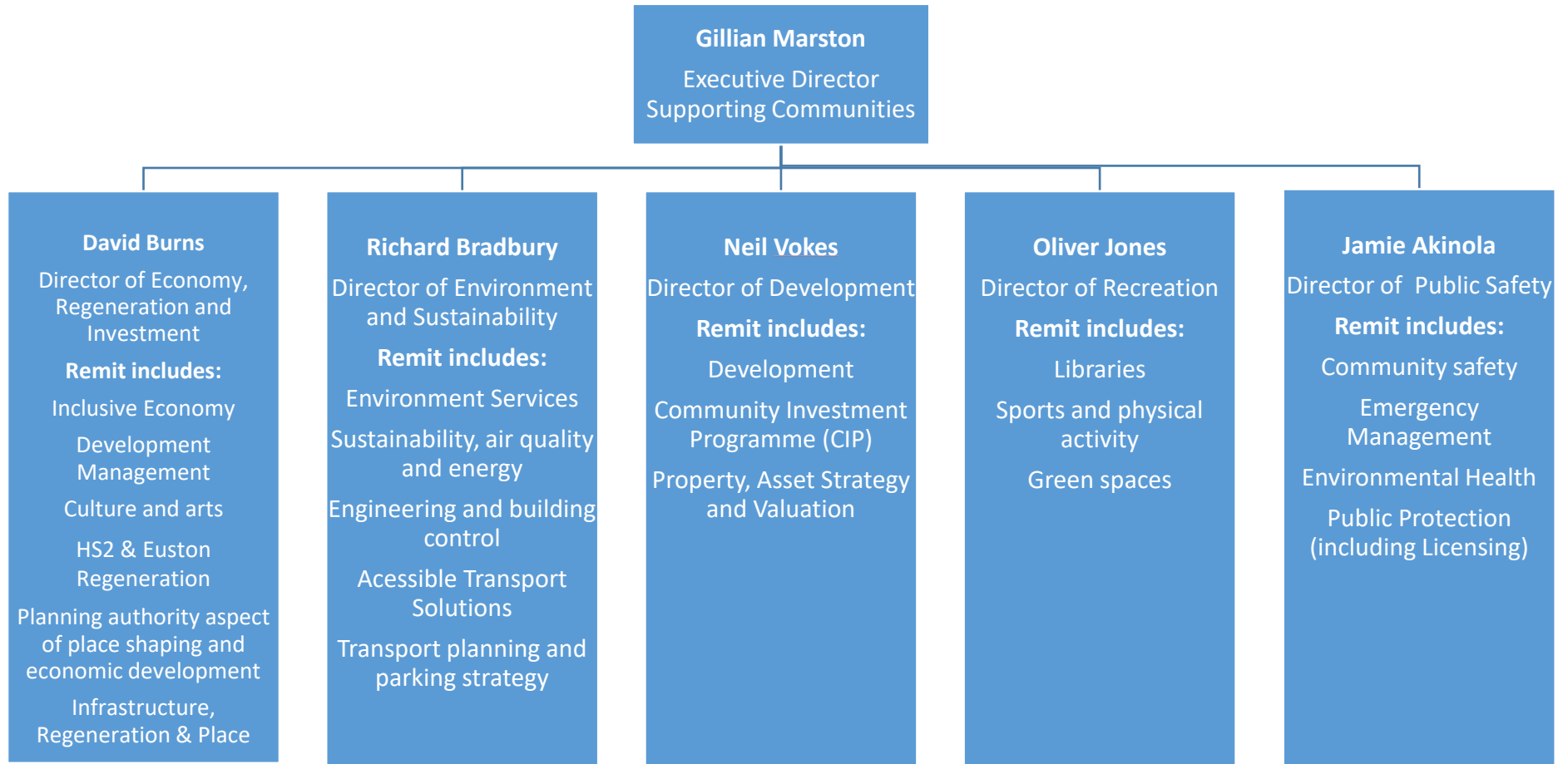
	<ul style="list-style-type: none">• Camden Climate Action Plan review (2023/24)
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Later in the year	<ul style="list-style-type: none">•
	<ul style="list-style-type: none">•

Appendix B: Forward Plan items under the Committee's remit (1 July 2024 – 31 October 2024)

Item	Summary	Decision-making body	Indicative decision date
Update of the Council's Medium Term Financial Position (All Wards)	To consider an update on the Council's Medium Term Financial position and outlook, including the provisional revenue outturn for 2023/24 including use of reserves, the provisional capital outturn and an update of the capital programme.	Cabinet	17 July 2024
Decommissioning of Open Plus Technology in Five Libraries	To consider decommissioning the Open Plus system, which is a self-service system providing library access, at five libraries.	Cabinet Member for Young People and Culture	26 July 2024
Fitzrovia Area Safe and Healthy Street Scheme- Phase 1	To consider the approval of public realm improvements on Whitfield Street, Howland Street and Tottenham Mews.	Cabinet Member for a Sustainable Camden	29 July 2024

Appendix C: Supporting Communities structure related to Culture and Environment Scrutiny Committee*



* NB: This is not the full top level Supporting Communities structure chart

Culture and Environment Scrutiny Committee Action Tracker 2023/24

ACTION	OFFICER /ORGANISATION RESPONSIBLE	COMMENTS SUPPLIED BY SERVICE	COMPLETED
6 th February 2024			
<p><u>Camden Transport Strategy Annual Update 2023</u></p> <p>Specific issues relating to motorcycle safety would be covered and included in the 3-year delivery work programme which will be presented to the Scrutiny Committee and Cabinet later in the year.</p> <p>Information to be provided to specifically show what the differences were between cars and motorcycles and why the policy</p>	<p>Director of Environment and Sustainability / Head of Transport Strategy and Projects</p> <p>Transport and Travel Planning Manager/Head of Transport Strategy and Projects</p>		

<p>relating to motorcycles was being applied,</p> <p>Officers agreed to provide information to the Committee member on what steps had been taken to resolve the issues raised by disabled resident in Hampstead Town Ward.</p> <p>To provide information on health benefits derived from the Transport Strategy such as decline in certain conditions such as asthma etc</p>	<p>Director of Environment and Sustainability</p> <p>Head of Sustainability Air Quality and Energy</p>	<p>Please note that we currently hold no quantitative data about health benefits associated with the Transport Strategy. This is because it is very challenging to isolate the beneficial impact of reduced transport emissions from other changes in urban air quality and exposure to indoor air pollution. However we can still be confident that any reduction in air pollution and exposure to it will be helping to reduce the overall health burden caused by air pollution.</p> <p>Air pollution causes 4,100 premature deaths in London every year. Road transport contributes approximately 31% of nitrogen dioxide (NO₂) and 20% of particulate matter (PM_{2.5}) air pollution emissions in Camden. Camden's Transport</p>	
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		<p>Strategy aims to create less polluted places by reducing NO₂ and particulate matter PM_{2.5} air pollution, through a range of policy measures and projects intended to reduce motor traffic and to encourage a shift towards the least polluting vehicles for unavoidable vehicle journeys.</p> <p>Monitoring data shows that annual average NO₂ and PM_{2.5} air pollution reduced at all monitoring locations in Camden from 2019 to 2022, by an average of 31% for NO₂ and 19% for PM_{2.5}. This change is due to a combination of local and regional interventions, and continual improvement in vehicle engine performance. The reduction in road transport air pollution will help to alleviate the overall health burden associated with poor air quality in Camden, with expected reductions in development and/or symptoms of respiratory (asthma, COPD) and cardiovascular (heart disease, arrhythmias, stroke) conditions, dementia, diabetes and other long-term illnesses. Additionally, an increase in active travel will also yield health benefits from increased physical activity.</p>	
<p><u>Use of Pesticides in the Public Realm</u></p>			

<p>Officers to look into providing information on the Council's website about its policy on pesticides in the public realm</p> <p>Officers agreed to provide the Committee with an update on the Biodiversity Action Plan in the new municipal year.</p>	<p>Director of Recreation / Green Spaces Operations Manager</p> <p>Director of Recreation / Green Spaces Operations Manager</p>	<p>The Council website includes a page on Weeding in Camden https://www.camden.gov.uk/weeding-in-camden This includes our approach to weeding, reducing use of herbicides, staff safety, biodiversity and advice on home use of weed killers.</p>	<p>Completed.</p>
ACTION	OFFICER /ORGANISATION RESPONSIBLE	COMMENTS SUPPLIED BY SERVICE	COMPLETED
<p>26th February 2024</p>			

ENDS

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