



Camden's inclusion story so far





Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Introduction

We are working to make Camden Council **a fairer, safer and more inclusive place to work for all**. A workplace where everyone feels able to **be themselves** and **do their best work**; and that is **representative of our borough** and the communities we serve.

This document shares our Equity, Diversity and Inclusion (EDI) story so far. It opens up some of the work we have been doing, and why we believe it matters now more than ever, particularly as inclusion efforts are being undermined on a global stage.

Finally sharing why we believe this work matters not only for those that work in the council, but for everyone across the borough.

By sharing the work we have done and our future plans more openly we hope to:

- increase conversation, collaboration and **learning** across the borough;
- increase **accountability** against the goals we set ourselves as a council;
- encourage others to be more **transparent** about their own inclusion work and data;
- take **collective action** to achieve borough-wide change.



Introduction

Who this is for

Part 1: Camden
Council's inclusion
journey

Part 2:
Diversity Mission

A call to action

Who this document is for

We believe that everyone across Camden has a role to play in making the borough a more diverse, inclusive and representative place to live and work.

This document is therefore aimed at **organisations, businesses, charities, institutions and groups of all shapes and sizes** across the borough who:

..are **starting or early on in their inclusion work** and want to learn from others across the borough.

..are currently **improving their inclusion work** and **want to be doing more** and learning from others.

..are doing sector **leading inclusion work within their organisation** and have experience to share with others.



Introduction

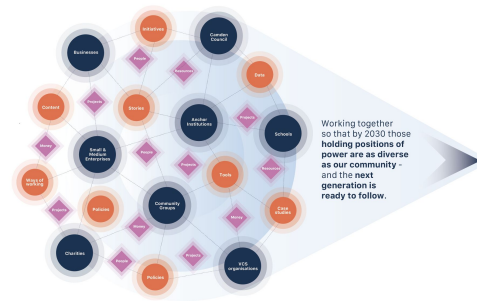
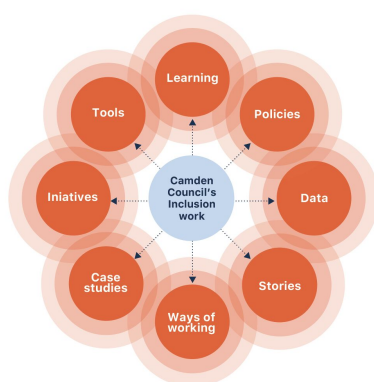
Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

What we're trying to do with this document and our wider inclusion work, can be described in two parts:



Part 1:

Openly share:

The work we have been doing to **make Camden Council a fairer, safer and more inclusive place to work for all.**

Encourage others:

Across the borough to do the same, so that we can **learn from each other and create more shared accountability.**

Part 2:

Build a movement:

Of people, organisations and businesses to **achieve Camden's Diversity Mission and create a more inclusive borough for all.**



Part 1

Openly share the work we have been doing to make Camden Council a fairer, safer and more inclusive place to work for all.

Encourage others across the borough to do the same, so that we can learn from each other and create more shared accountability.

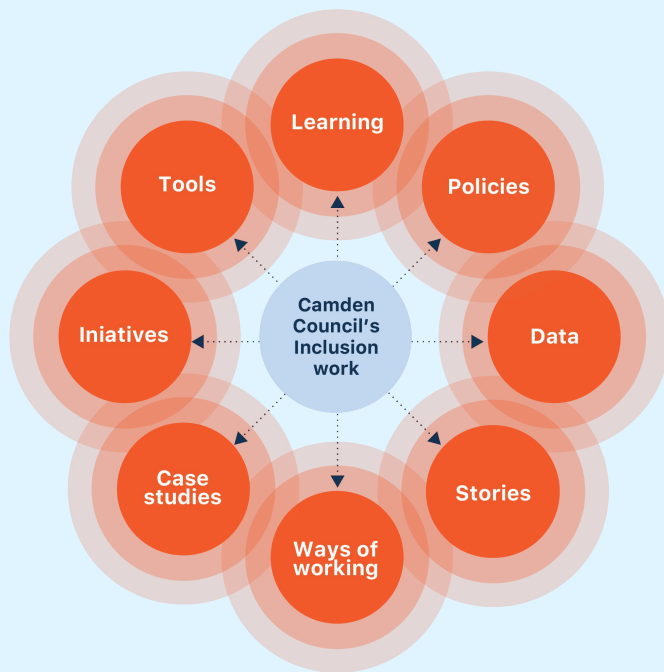
Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action





Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

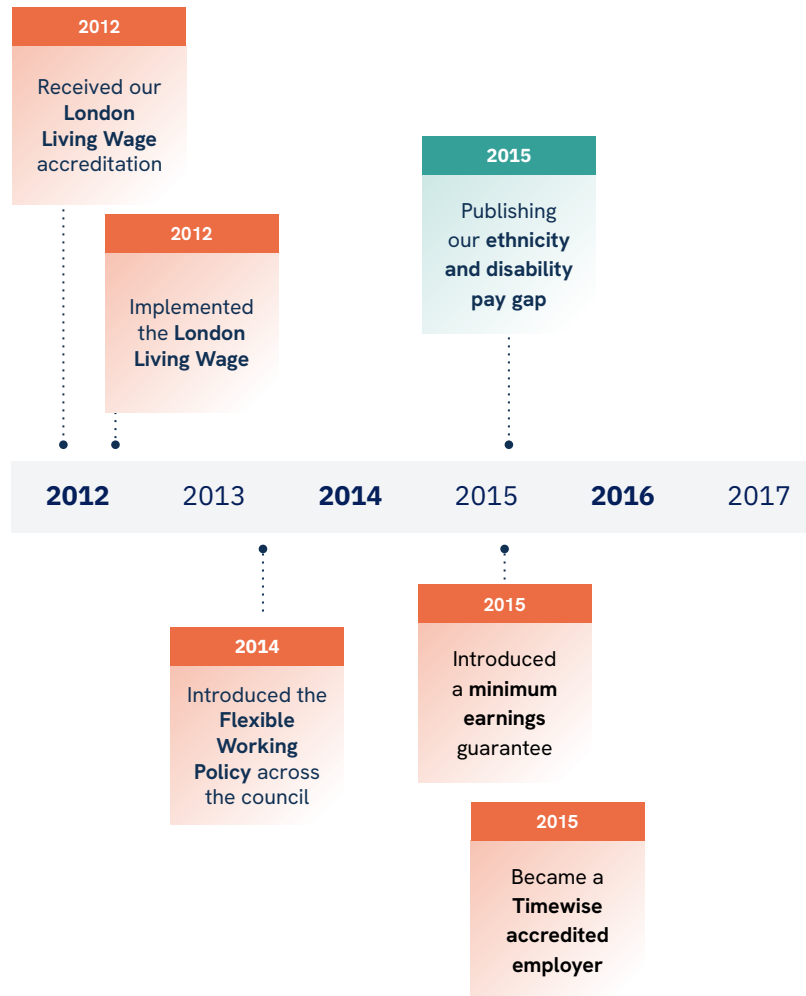
A call to action

History of this work

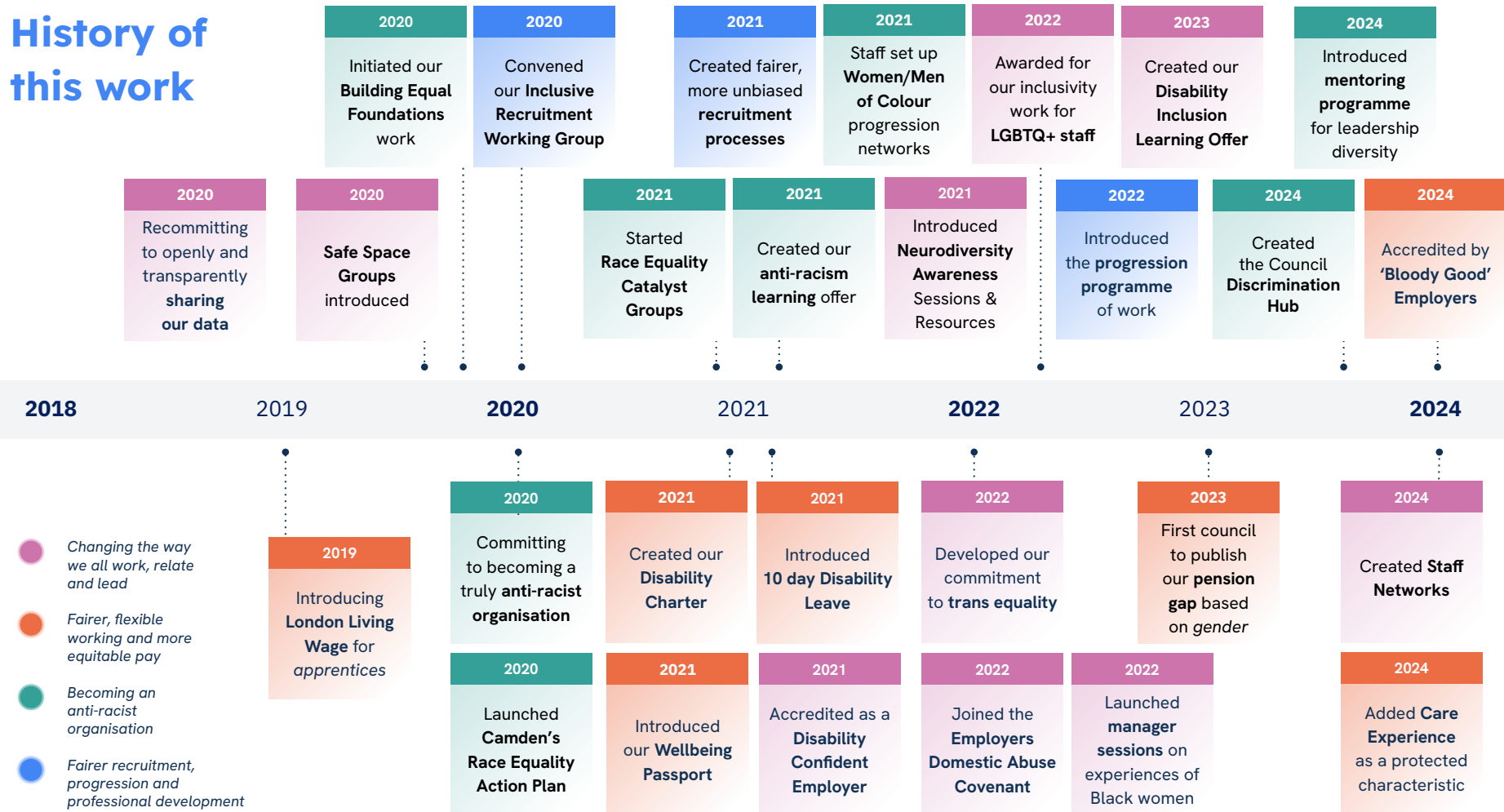
We are really proud to be considered as sector leading within local government for our EDI work. However getting to this point has only been possible because of the sustained commitment to this over the past 20-30 years.

Becoming a truly inclusive and representative organisation takes considerable time, space and investment. It's not about 'one off' initiatives; but about long-term, sustained commitment and effort from everyone across the organisation; and particularly leadership. Adapting to the evolving needs of the people that work at the Council, and also listening and responding appropriately to changes in the world around us.

This timeline paints a picture of some but not all of the work we have done so far.



History of this work





Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

What we have achieved so far

When we lay our work out chronologically it appears neat and linear. However this type of work is messy, imperfect and really complex.

Throughout this document you'll see that we have, and continue to, test different approaches to this work, which we believe have the potential to create positive, long-lasting change.

Of course, not everything we try is always effective, and this work is never 'complete'. However we've seen lots of positive signals in our data and staff feedback that we're heading in the right direction. From changes we've made to the makeup of our leadership and improvement in how inclusive staff feel the workplace culture is.

Listening to feedback from across the organisation, gathering data that gives us a clearer picture and adapting our approach as we learn is a crucial part of making sure we're not sliding backwards.

Latest data and feedback shows:

Our **top 30** leaders now represent the community that we serve for the first time.

56% of the workforce are women and **37%** of senior leadership positions are held by women.

91% feel they are treated fairly and with respect and **81%** see all people from different backgrounds being treated fairly and with respect at Camden.

89% of our organisation team think Camden Council is making progress in becoming an anti-racist organisation.

89% of staff feel that there is commitment to create an inclusive workplace culture and **86%** feel like they belong at Camden.

Ranked 47th in this year's Stonewall Workplace Equality Index, and the top local authority entrant.



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

How we're working

In place of a 'fixed strategy' our choices and decisions are guided by these principles:

People & data-led	We're guided by what our staff tell us is important to them rather than 'top down' priority setting, creating safe spaces for teams to regularly share their views, experiences and stories. <i>For example: through our regular staff surveys, staff catalyst groups, learnings from our Discrimination Support HUB and those in leadership roles sharing personal experiences.</i>
Take an abundance approach	Where we do have to focus energy or work on one particular group or protected characteristic, we make sure this is never done at the exclusion of another; and where possible can benefit everyone. <i>For example: more supportive policies for those experiencing child loss or the introduction of other trauma support offers.</i>
Focus on everyday behaviour	Our EDI work isn't about big, short-term interventions but instead about getting everyone across council, regardless of role or grade, to be more reflective, inclusive and relational. <i>For example: mandatory anti-racism and violence against women training; more relational leadership models; flexible working approach particularly around Ramadan.</i>
Listen, learn & adjust	We use what we hear and observe to adjust our approach as we go. <i>For example: our regular staff 'pulse' surveys; staff leading or testing our inclusion work; regular conversations with staff networks.</i>



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

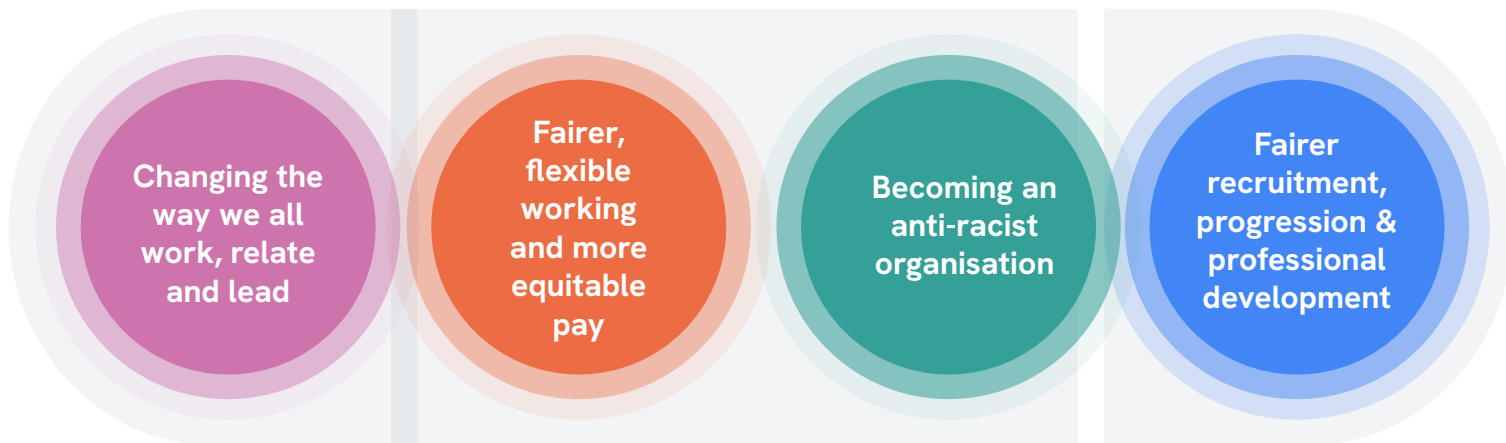
Part 2: Diversity Mission

A call to action

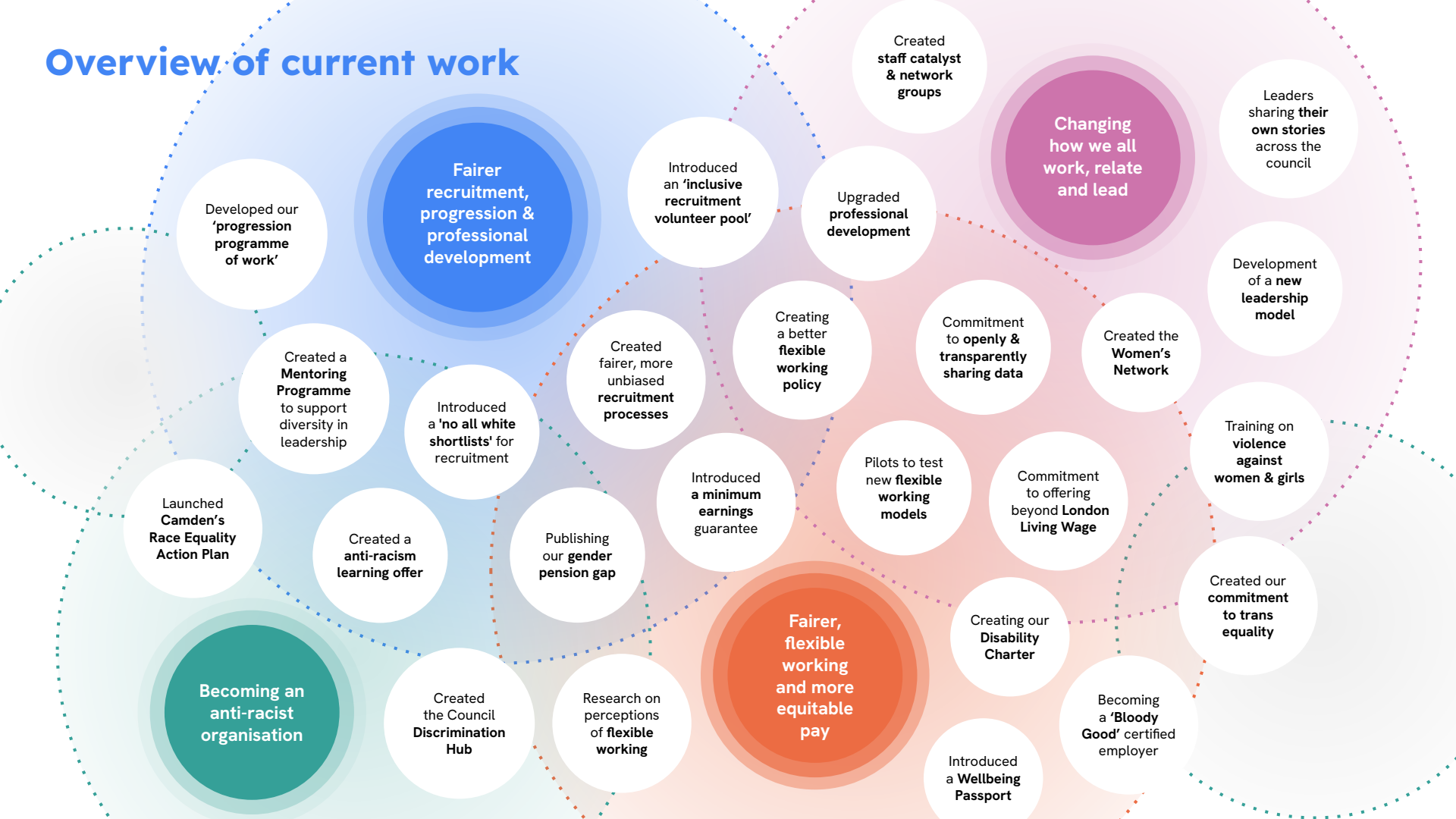
What we're doing

Next we share some of the work we have been doing in more recent years. As you will see we have added a number of lenses or themes to this work. However, it's really important to say that these are to simply help us describe what we have been doing in a more accessible way. Across all of our work we aim to take an intersectional approach, focusing on people's whole selves, rather than individual characteristics in isolation.

Some of our recent work has covered lenses of:



Overview of current work





Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Changing the way we all work, relate and lead

Commitment to **openly & transparently sharing data**

Being open and **transparent with our data** underpins all of our work on inclusion. We **publish our pay gaps by gender, ethnicity and disability** (an extension to the statutory requirement). In 2023 we became the **first authority to publish our gender pension gap**, which shows first hand the impact that both historical gender pay gaps and continuing differences in working patterns between men and women can have on income in retirement.

Created **staff catalyst & network groups**

Our **staff catalyst groups** were created in 2020 as part of actioning our Race Equality Action Plan. **'Safe Spaces'** groups also emerged as places to share experiences, some have formalised into **staff networks** and together with our more long established staff networks, they aim to progress and raise awareness of diversity and inclusion, provide peer support and encourage an open dialogue. Network groups now include ones focused on: Women, Camden Black Workers, Disability, Neurodiversity, 'Rainbow', Carers, Menopause and others.

Development of a **new leadership model**

We are developing a distinctive leadership culture focused on **trust, relationships**, and creating a **psychologically safe environment**. A style that resembles person-to-person conversations, rather than top-down commands. We're changing how decision-making is done, **devolving more to lower levels**. We've also introduced **relational leadership practices** like radical honesty, removing shaming processes and introducing relational approaches that require leaders to be more **real and accessible**.



Introduction

Who this is for

Part 1: Camden
Council's inclusion
journey

Part 2:
Diversity Mission

A call to action

Fairer, flexible working and more equitable pay

Commitment
to offering
beyond **London
Living Wage**

By providing a **minimum earnings guarantee** and **focusing on flexibility** we can help to put right the **historical barriers** that have led to women and diverse communities having less access to good quality work. In 2024 we invested a further **£1million in the bottom of our pay scales** to ensure a minimum earnings guarantee that is set above this and that helped our **lowest paid staff in the cost of living crisis**.

Creating a
better **flexible
working
policy**

We launched a brand new flexible working policy that reflects recent legislative changes. The policy covers both **formal and informal arrangements**, providing clear **examples through case studies**. It also includes a **manager's toolkit** to support ongoing discussions about flexible work. Based on input from our team we're conducting **pilot programs to test different flexible working models** that consider the needs of residents, service areas, and individual employees seeking flexibility.

Creating our
**Disability
Charter**

In 2021 we launched a **Disability Charter**, which included an additional ten days paid leave for **disabled colleagues to get treatment or rehabilitation**. We also introduced a **wellbeing passport** which could be taken from job to job in the organisation and which detailed support and adjustments that each person needed to be able to be at their best at work.



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Becoming an anti-racist organisation

Launched Camden's Race Equality Action Plan

With input from staff groups across the organisation we launched **Camden's Race Equality Action Plan**. This saw us commit to over **thirty actions to move Camden to becoming a truly anti racist organisation**. The foundation of this is our **anti-racist learning offer** – which over 4,000 staff completed over the same 3 month period – and a **commitment and set of actions** aimed to being an anti-racist organisation with a zero-tolerance approach to discrimination in all its forms.

Created the Council Discrimination Hub

As part of our h a **zero-tolerance approach to discrimination in all its forms**. We launched a '**Discrimination Support Hub**' to give people a chance to talk about issues related to discrimination on the individual's terms. The creation of the Hub has been a **collective effort led by our staff** over three years, aiming to create a more human and inclusive approach.

Created a Mentoring Programme to support diversity in leadership

The **new mentoring programme** aims to ensure greater equity and diversity in leadership, targeting a wider audience and using a tech-style **profile matching** solution: enhancing skill development, cultivating leadership abilities and fostering meaningful relationships.



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Fairer recruitment, progression & professional development

Created fairer, more unbiased **recruitment processes**

We're working to **ensure end-to-end recruitment processes are fair and unbiased** and that this is reflected in our candidates and final appointment decisions. As part of this we've introduced anonymised recruitment and '**No all white shortlists**' at Level 5 and above of the council.

Introduced an '**inclusive recruitment volunteer pool**'

We have also launched an **inclusive recruitment volunteer pool** to ensure the transparency and openness of our processes. We have recruited **staff from across the organisation**, particularly Black, Asian and other ethnic staff to take part in the recruitment process. This ensures the **openness and transparency of our processes** and that we are always able to **ensure diverse representation on our panels**.

Developed our '**progression programme of work**'

Through our **progression programme of work**, we are working closely with our **staff networks, unions and staff inclusion groups** to understand the gaps and needs, and developing together offers like **career development workshops, mentoring and sponsorship programmes**. We've made good progress improving representation at all levels with our top 30 leaders now representing the community that we serve for the first time.



Part 2

Build a movement of people, organisations and businesses to **achieve Camden's Diversity Mission** and create a more inclusive borough for all.

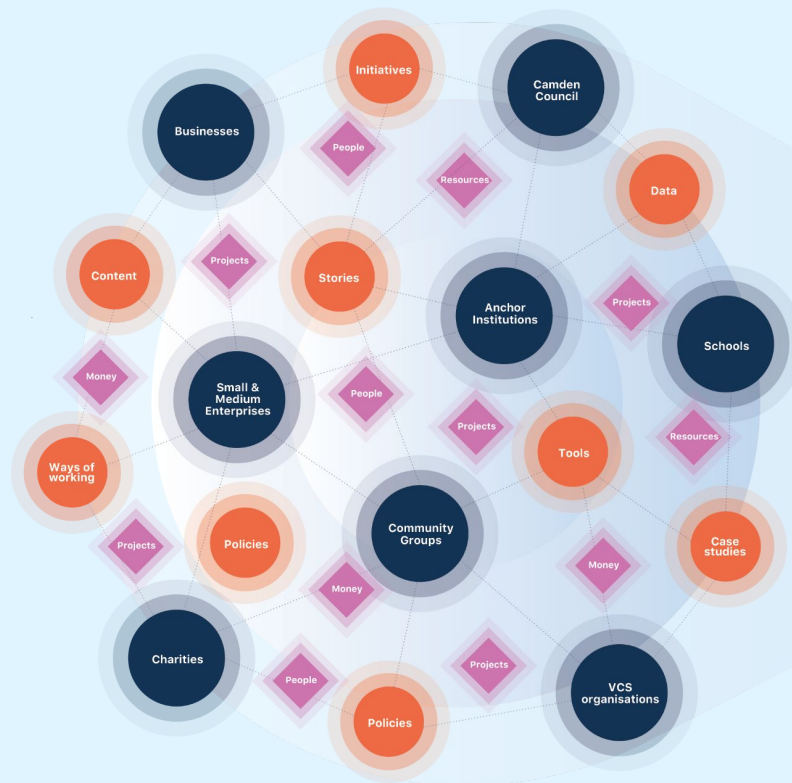
Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action



Working together so that by 2030 those holding positions of power are as diverse as our community - and the next generation is ready to follow.



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Camden's Diversity Mission

We believe that **everyone in Camden deserves to live, work and feel like they belong in a place that values diversity of experience, background and thought.**

As research has shown again and again, greater diversity and representation in our communities, organisations and businesses leads to positive social *and* economic outcomes.

Our own work and research has also shown that the 'cost' of not addressing some of the systemic issues relating to EDI is so much greater than just financial. As you can see in our **2025 State of the Borough report**, failing to address many of these issues is a significant contributor to rising inequalities, widening disparity and an inequitable distribution of opportunity and wealth across the borough.

As an anchor institution and one of the largest employers in Camden, we believe that we have a **role to play in "nurturing a growing movement of people in Camden leading transformational change in representation, inclusion and equality."** Recognising that reducing inequality across the borough is everyone's responsibility - organisations, institutions, businesses.

So in 2022, we launched '**We Make Camden**'; a rallying call to bring business, communities and the council together to tackle some of the most pressing challenges that matter most to our residents and communities. These challenges became Camden's '**4 Missions**' - big goals that invite everyone across the borough to play a part in achieving.



Camden's Diversity Mission

Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

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

In Camden we recognise that it is not just inequality of opportunity, wealth and outcomes that our residents face - but also an inequality of power. We believe that those in positions of power in Camden should reflect Camden's communities and that this is a fundamental part of solving wider inequality in the borough.

This means working with local institutions and organisations to ensure that their leadership and governance is diverse and inclusive, and making sure that local power structures are open to all.

This also requires preparing and supporting the next generation to step up into positions of power; by working with our schools and universities, and by building a local economy that provides opportunity for young people, fostering entrepreneurialism and innovation.



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

Camden's Diversity Mission

Specifically, the longer-term aims of the Diversity Mission include:

1/ Increasing leadership diversity in key institutions

2/ Opening up power structures and amplifying civic voices

3/ An education system that prepares young people for leadership

4/ A local economy that supports entrepreneurial diversity.

We are building on our own inclusion journey and seeking to bring partners in Camden with us to help create a borough with equitable power structures. In the short-term, we are prioritising activity that brings local institutions to the table and defines ways in which we can work together.

We are doing this by, for example:

- Convening a collective forum for partners around inclusion and diversity in leadership
- Publishing our diversity data and working with other partner organisations to do the same
- Developing a entrepreneurial diversity offer with the Camden Community Wealth Fund
- Building a narrative of our participation journey



Introduction

Who this is for

Part 1: Camden Council's inclusion journey

Part 2: Diversity Mission

A call to action

A call to action

We know that we cannot achieve the goals of our mission on our own. We believe that a range of partners bringing their skills, resources, and influence to the table will help strengthen our collective effort to create a borough that is safer, fairer and more inclusive.

We want to hear from any organisation - whether from the public, private, or voluntary sectors - that shares our commitment to equity, inclusion, and diversity.

We can go much further by working together.

Some of the ways to continue engaging include:

- Commit to working in the open where you can, and share the good and more uncomfortable parts of your journey for others to learn from
- Commit to more transparently share inclusion related data for increased accountability
- Use some of the tools, policies and frameworks that we have shared through this document; and let us know what you learn, what has worked/ hasn't
- Join one of our inclusion practice groups; or start your own - inviting others who may benefit from joining
- Join our We Make Camden Summit to learn about our diversity mission and how you might get more involved