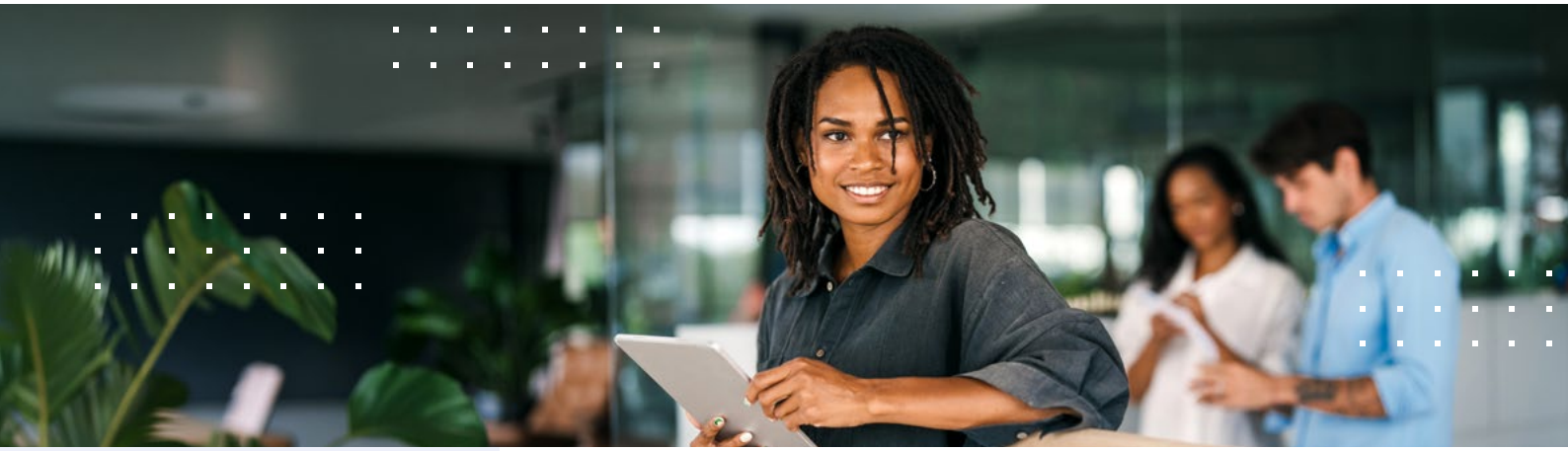
CASE STUDY



Camden

https://www.camden.gov.uk/

INDUSTRY
Public Sector

PROFILE
Camden Council is a London borough known for its commitment to social equity and public accountability. As a council, Camden provides hundreds of services, from housing and social care to finance and building safety, supported by data stored across many different repositories and formats.

> **The real benefit of Denodo is that it allows us to bring data together in ways we could not have previously and to build trusted data products. For example, we've been able to build an app for home visits for use by our Housing services, KPI reporting on building safety, and redesigning a simpler reporting infrastructure for our Adult Social Care service."**

— **Martin Waudby**, CDO, London Borough of Camden

Modernizing Data Access to Improve Citizen Services Across Departments

Camden Council, a London borough known for its commitment to social equity and public accountability, is modernizing its data ecosystem to better support housing, social care, and a wide range of council services.

Camden, as a council, provides hundreds of services that result in a complicated application landscape. Underlying these applications is data stored across many different repositories, in many different places, including the cloud, and in multiple formats.

Faced with a fragmented data landscape of departmental pipelines and siloed logic, the Council set out to simplify data access, strengthen data governance, and improve collaboration with external partners, such as the NHS.

To support this transformation, Camden partnered with Denodo to implement a logical data management platform. This foundation provides governed access to operational data without unnecessary replication or added complexity. Early results across use cases such as Golden Thread (see below), Children's Safeguarding, Temporary Accommodation, Finance, and Adult Social Care reflect Camden's shift from fragmented departmental ownership to a unified data foundation. This foundation is designed to meet the evolving needs of modern public services, from compliance with national safety standards to secure and timely collaboration with healthcare and social care teams. It also addresses the challenge of unifying a fragmented data landscape.

The approach is also helping address long-standing inequalities across the borough by enabling more targeted and equitable delivery of services across diverse socioeconomic groups.

This is supported by a range of professionally aligned teams at Camden covering areas such as Geospatial professionals, Database Administration, Data Engineering, Data Analysis, Data Governance and Data Architecture to support its data capability.

Challenges

Like many local authorities, Camden's data systems evolved organically in silos. Over time, this introduced persistent issues that affected data quality, consistency, and interoperability:

- **Shadow Systems and Legacy Pipelines**
  Custom ETL processes and standalone data warehouses were created to meet local needs. With a lack of documentation, these created a maintenance overhead. This reduced trust, introduced risk, and left no reliable audit trail.

- **Hardcoded Business Rules**
  Finance pipelines included brittle ETL pipelines with embedded cost codes. When the financial chart of accounts changed, this risked workflow failure. This also exposed deeper problems with undocumented, fragile business logic.

- **Siloed Semantics and Logic**
  Reporting rules were often locked inside dashboards or niche tools. These isolated definitions were difficult to verify, impossible to reuse, and prevented consistency across domains.

- **Fragmented Source Systems**
  The Golden Thread initiative, launched in response to post-Grenfell building safety requirements, exposed a lack of integration between Camden's housing and asset systems. These systems were never designed to work together, leaving safety managers without a full view of risk. Denodo now creates a unified view of data from these two systems to deliver consistent views and support compliance reporting, with the flexibility to onboard more systems over time.

- **Missing Lineage and Metadata Transparency**
  Poor documentation and inconsistent semantics made onboarding difficult and reporting unreliable.

The Solution

Camden implemented the Denodo Platform as the central layer for logical data management. This enabled data to be accessed from source systems, shaped with agreed-upon business semantics, and reused across departments and partners.

Camden's goal was not simply to modernize outdated infrastructure. The aim was to move away from piecemeal integration and toward a more resilient data foundation that could support compliance, operational agility, and inter-agency delivery. Denodo enabled a logical access layer that connects to systems directly, eliminates duplication, and provides teams with consistent, trustworthy data when and where they need it.

Key architectural principles included:



DIRECT CONNECTIVITY INSTEAD OF REPLICATION

Denodo connects directly to operational systems such as housing, asset management, and social care. This reduced cloud storage costs and avoided the overhead of building new data lakes or warehouses. Teams can work with current data in real time, without relying on fixed batch schedules. The same approach is supporting the development of views to meet Camden's statutory reporting requirements for the Homelessness Case Level Collection (H-CLIC), improving the consistency and timeliness of data submitted to the central government.



CONSISTENT SEMANTICS ACROSS SYSTEMS

Denodo enables the creation of unified views using shared business definitions. In the Golden Thread use case, mismatches between housing and asset records were reconciled at the source and delivered through simplified views for safety managers.



DECOUPLING LOGIC FROM DASHBOARDS

Business rules were moved from dashboards into Denodo's semantic layer. This made metrics consistent across Qlik Sense, Power BI, and other tools and enabled logic to be reused for reporting and analytics.



IMPROVING METADATA QUALITY AND DATA LINEAGE TRANSPARENCY

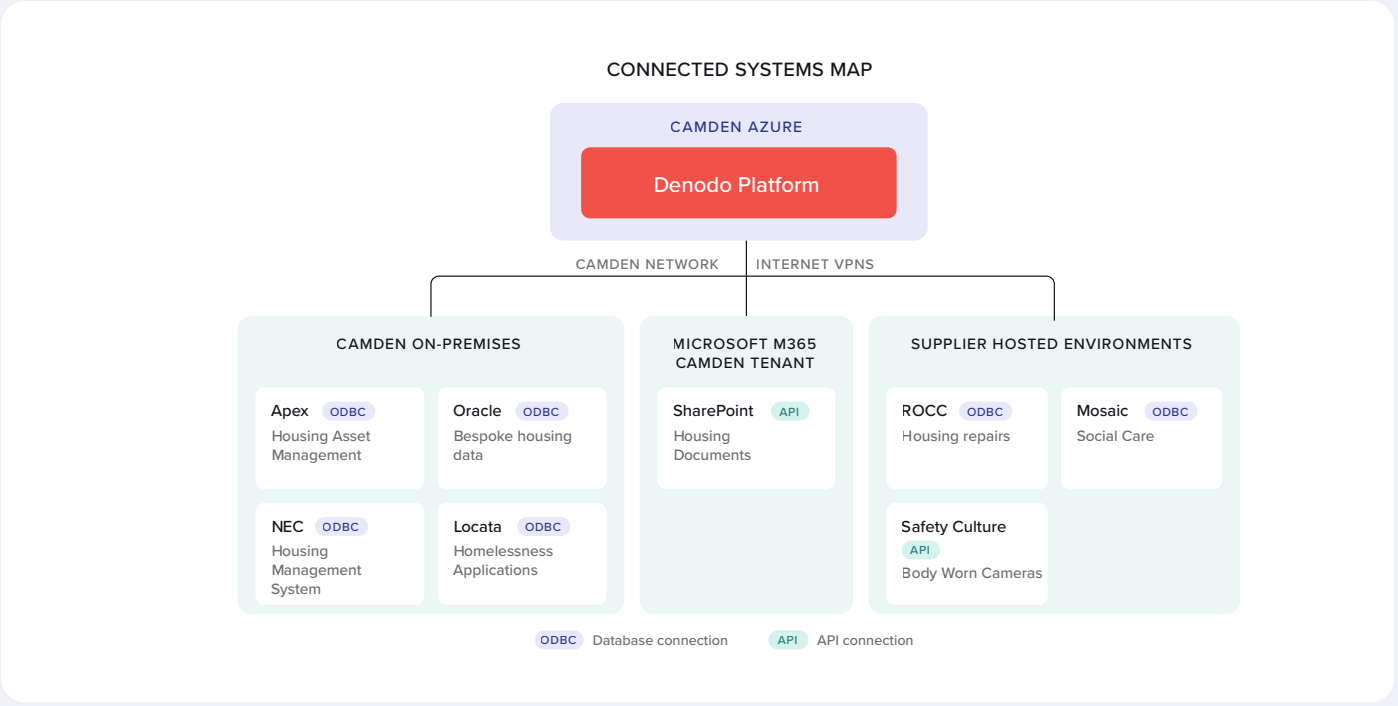
Through Denodo's integrated data catalog, Camden is surfacing curated datasets with rich metadata, business descriptions, and usage tracking. This has improved discoverability and reduced onboarding time for analysts and report builders, while also providing a clear view of data lineage.

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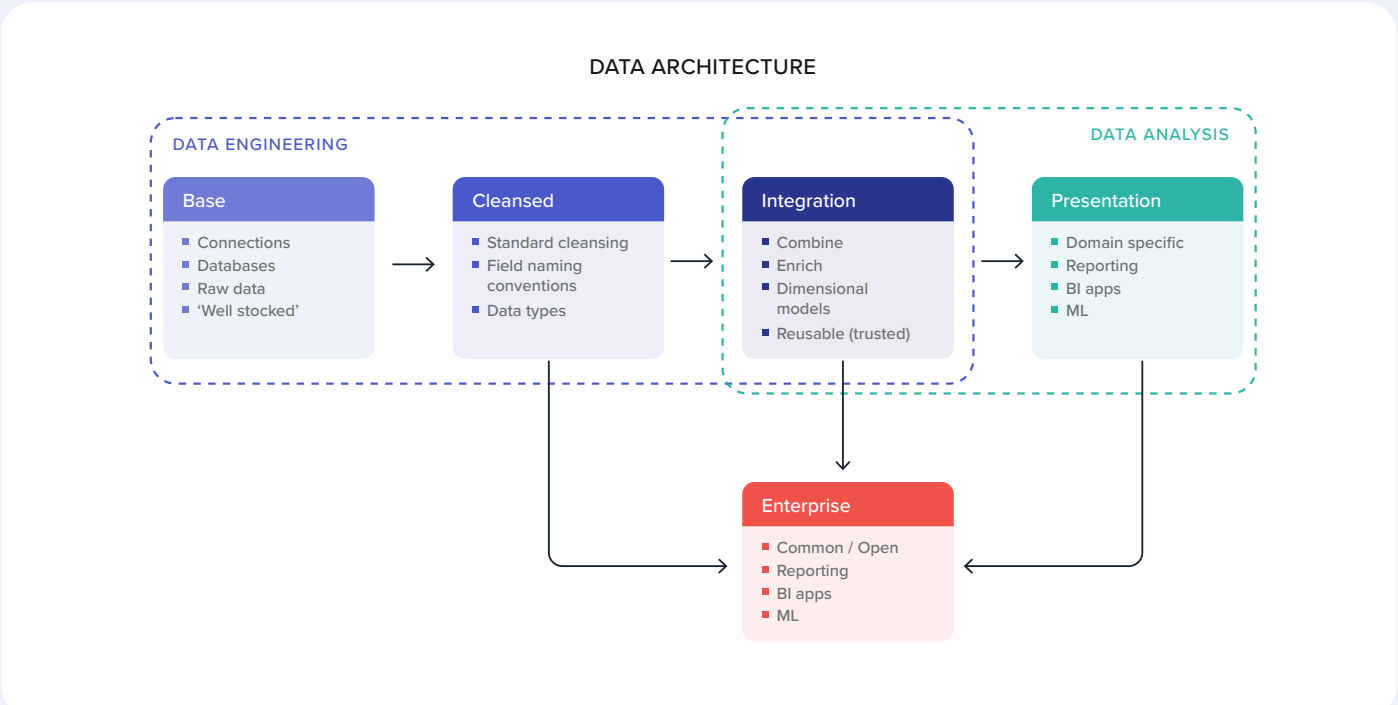
SECURE REUSE THROUGH MDM INTEGRATION

Camden aligned internal semantics, metadata, and access controls to prepare for wider collaboration. A new master data management (MDM) platform has been implemented in Camden. This provides a single view of entities such as person, address, and organization covering a range of domains such as education, social care, and housing. Adhering to the “Engineer Once” principle, curated data from Denodo acts as a feed into the MDM system. Furthermore, Denodo is being used to surface the MDM’s linkage data and “Golden data.” Making linkage data available to analysts via Denodo enables the secure development of cross-domain reporting. For example, both Camden’s Housing and Adult Social Care data have been surfaced via Denodo. Having the linkage data from the MDM in Denodo enables these two datasets to be brought together, providing insights on people drawing on care and support from the Adult Social Care service who are also living in social housing.

Denodo is hosted on Camden’s Azure tenant and links with many on-premises and cloud-based systems.



Views within Denodo have been organized in a methodical way to lay the path from raw data to presentation-ready curated data with clear lineage.



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Benefits

Denodo has enabled Camden to deliver secure, maintainable, discoverable, and integrated data products that meet business needs without exposing backend complexity.

- ✓ **Trusted data products through layered views**
  Denodo's multi-layered architecture enables Camden to separate technical logic from presentation views. This supports stable data contracts with consumers by delivering curated, reliable datasets without exposing backend complexities. This has demonstrated value with the Adult Social Care data product. Having the same meaning and same interpretation for the data enables better decision support for the service. Having designed the data product carefully before building it means less rework and makes it easier to extend in the future.

- ✓ **Granular security without exposing source systems**
  Fine-grained access controls enable Camden to manage security at the view level. Users interact only with approved datasets, eliminating the need to provide direct access to sensitive underlying systems.

- ✓ **Simplified support and easier onboarding for engineers**
  The structured layering of views improves maintainability and helps engineers trace logic back to source. This improves documentation quality, accelerates onboarding, and supports better long-term platform stewardship.

- ✓ **Integrated access across fragmented systems**
  With Denodo's wide connectivity, Camden can create unified data products that combine information from housing, social care, asset management, and finance systems. This removes the silos imposed by legacy infrastructure.

- ✓ **Scalable foundation for Master Data Management**
  Camden has integrated its new MDM platform with Denodo, which has surfaced mastered entities through consistent, governed views. This will further enhance trust, reusability, and cross-domain analytics by having linkable data products that are cataloged for discovery and shared across internal teams through a common semantic layer.



Camden's approach provides a clear example for other public sector organizations looking to improve data agility without increasing complexity. By unifying semantics, enabling secure access, and virtualizing data integration, the Council is turning data into a shared service that supports operational excellence, regulatory compliance, and integrated service delivery.