

2012 - 2017

The Camden plan one year on



Autumn 2013

The Camden plan

one year on



**Cllr Sarah Hayward,
Leader of the Council**

One year on from the launch of the Camden plan, negativity still fills much of the debate about the future of public services. The funding outlook for local government is bleaker than ever, even as it continues to provide the local services people rely on.

It was against this picture that Camden Council took the brave approach to look beyond simply continuing to deliver high quality services for our residents. We set out to tackle some of the biggest challenges that local people face – issues like child poverty and lack of housing. We believe that this is our clear role. We have a democratic mandate unlike any other part of the public sector.

The scale of ambition shown in our Camden plan is in direct contrast to the lack of ambition displayed by central government. We know that we can do more to make the borough a better place to live. We have taken a thorough, evidence-based approach to identify the challenges and obstacles people in Camden face, through our Equality Taskforce.

The recommendations of the Taskforce give us a map of what we can do, what we are looking to our partners to do and the changes we need to see from central and regional government. With £83 million cut from our budget and the threat of more cuts on the horizon, every penny we spend must do more to deliver the ambitions of the Camden plan.

Now the challenge moves to a new phase. We feel confident that we know our people, businesses and partners better than ever before. Our challenge now is to make sure we are delivering on these recommendations in a way that people can see and understand.

Work has already started. We have introduced the London Living Wage for our staff and are working towards it for our contractors. We have brought back 25 hours of childcare a week. We are building the first new council homes in a generation and freezing council tax. Our primary schools are the best in the country and we're working to maintain this position by investing in school buildings.

But the issues we are tackling are complex and there is a lot more to do. We have developed this document to set out some of the work we are going to do through to 2017, and to outline how you can hold us to account for delivery. As I hope it makes clear, we are committed to tackling inequality and creating a place where everyone has a chance to succeed and where nobody gets left behind.

The Camden plan one year on

In June 2012, we launched the Camden plan.

It is an ambitious plan for how we want to make Camden a better borough by 2017, despite a challenging financial climate.

The Camden plan set out the five strategic objectives that will direct our work in the future:

- developing new solutions with partners to reduce inequality
- creating conditions for and harnessing the benefits of economic growth
- investing in our communities to ensure sustainable neighbourhoods
- providing democratic and strategic leadership fit for changing times
- delivering value for money services by getting it ‘right first time’.

These objectives commit us to focusing on the real issues that directly affect the lives of our residents. They also require us to address some of the most profound underlying inequalities in Camden, from reducing child poverty and getting young people into work to building new homes.

This document sets out how we plan to make these objectives a reality; both the **work we are going to do** to meet the challenge, and the way that we, and you, can **track our progress**.

Not all our services appear in the Camden plan or in this document. This does not mean they are not important to us. We know that services like rubbish collection, planning and child protection are **important priorities for you**. We will ensure that these core services remain high quality despite reductions in our funding.

We are committed to being open and transparent. This document outlines how you can follow our progress over the next four years. For updates visit camden.gov.uk/camdenplan

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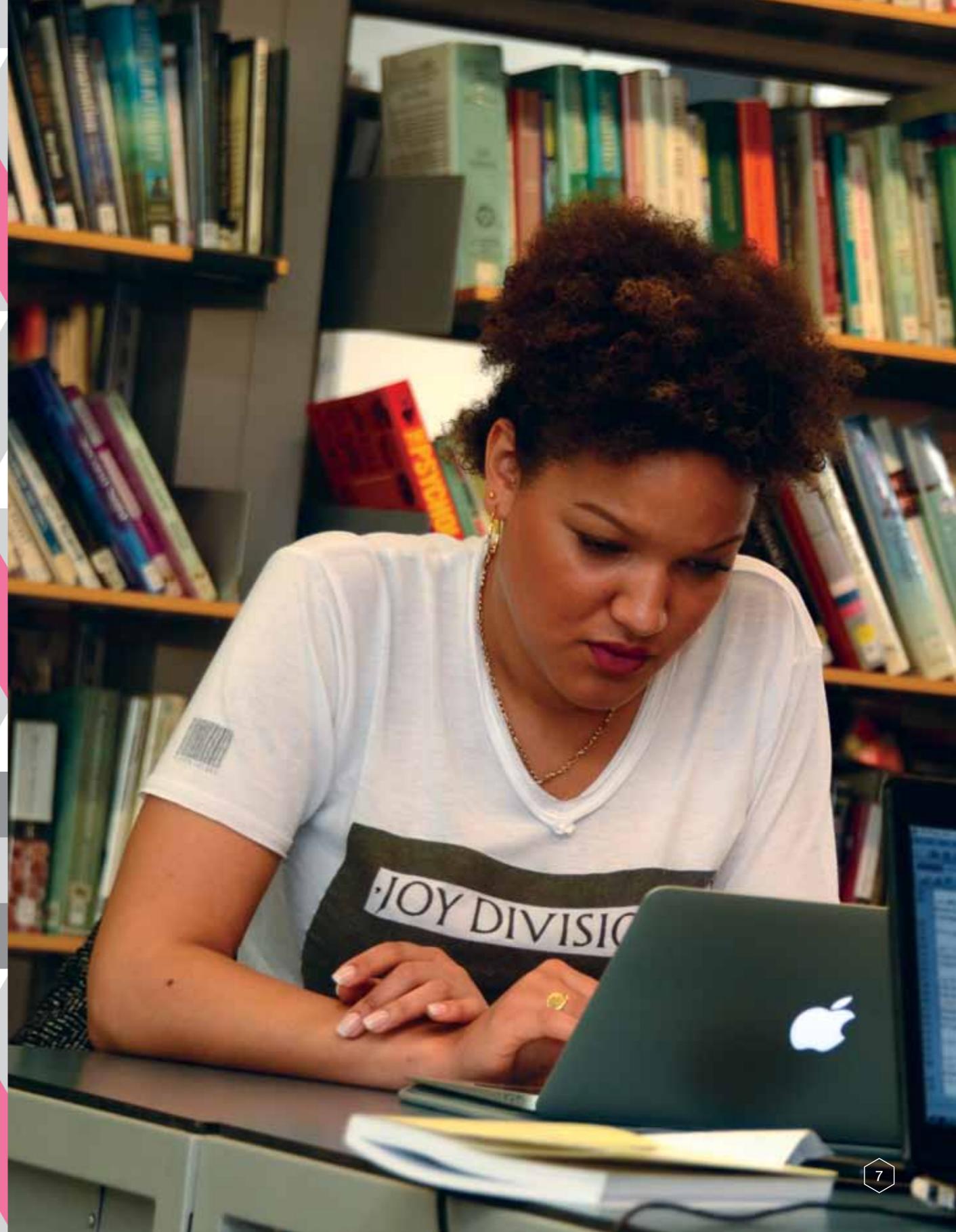
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Section one

Understanding where we can have the biggest impact

With less money, it has never been more important to make every penny count. We need to focus on what really makes a difference and work closely with you and our partners.

This is far from simple. Reducing child poverty for example, is not only a huge challenge, it is also incredibly complex. Some interventions may have an effect in the short term, but real impact requires a long term preventative approach that focuses on the underlying causes. We need to focus on work with the whole family – supporting people from childhood right through to older age. When we get it right the benefits will be immense. We are confident that by bringing back our 25-hour weekly childcare offer we will support families immediately by helping to reduce the amount of money they have to spend on childcare and making it easier to get into work.

It is also clear that reducing child poverty has benefits beyond those families that are directly affected. Preventing problems before they arise is much cheaper than reacting to them when they happen. It means that we will need less money to support families, which makes sense for every taxpayer in Camden.

This is the case for other outcomes within the Camden plan, not just child poverty.

We created our Equality Taskforce to explore these complex issues in depth, and help us understand the areas where we can make the most difference. The Taskforce identified three priority areas – **employment, educational attainment, and suitable and affordable housing** – where we can have a real influence as a local authority.

For more information on the Equality Taskforce, visit camden.gov.uk/equalitytaskforce



Employment is the biggest factor affecting income inequality. We need to get more people into work, and help them to develop their careers for the long term. There is a lot we can do to help people find, sustain and progress in work to reduce inequality. This includes; providing affordable childcare so that parents can go back to work, making sure young people can find work or training and using our links with businesses. We will also use our role as an employer and purchaser of goods and services in Camden.



Housing is so expensive and scarce in Camden that we need to intervene to ensure there is a good supply of social and affordable housing available. This is essential to help us to keep Camden's social mix and make sure that the borough doesn't become a place just for the very rich and very poor.



We can best help children and young people by improving their **educational attainment** in school, in ways ranging from supporting teachers, to making sure children get a good breakfast. Success at school is one of the biggest factors in increasing a person's life chances.



In addition to the three priority areas identified by our Equality Taskforce, we know that good **health** and the **resilience** of communities are hugely important. Put simply, good health is more likely if people have decent homes, qualifications and satisfying jobs. Communities where people are active, help one another and build their capabilities are also key to life chances.

Throughout this document you will see how we have prioritised these areas in order to meet the challenge of the Camden plan.

Section two

Delivering the Camden plan

Developing new solutions with partners to reduce inequality

Reducing all types of inequality is critical to deliver our ambition, to make Camden a place where everyone has a chance to succeed and where nobody gets left behind.

The tough economic climate means that tackling these problems requires radical new solutions. In some cases this means fresh thinking about our approach. In others, it means recognising the huge impact that digital and technological changes can have.

We know that we can have a real impact if we focus our efforts on helping people into **employment** and improve **educational attainment** to help young people to escape the inequalities suffered by their parents. Plus we can use our direct role as a landlord, and our influence over other existing and new **housing** in the borough.

We have delivered on our immediate plans in the Camden plan to:

Establish an Equality Taskforce to explore structural and systemic reasons for all types of inequality	✓
Develop a health and wellbeing strategy	✓
Carry out research into the cumulative impacts of public sector cuts to influence the future policy direction of the Council and national government	✓
Deliver a project to better integrate and focus support for families with complex needs	✓



Our Equality Taskforce highlighted the powerful role that local public services can play in influencing inequality.

In the Camden plan we committed to reducing inequality through the following outcomes:

- fewer children living in poverty and families with complex needs
- better homes for social and private tenants
- reduced health inequalities and improved life expectancy in our most deprived areas.

Fewer children living in poverty and families with complex needs

Taking children out of poverty is vital to tackling inequality. Growing up in poverty damages their life chances – their chances at school, of finding work and their health. According to the latest government statistics, 13,300 or just over a third of children in Camden live in poverty. The Institute for Fiscal Studies predict that child poverty will rise in years to come.

These challenges and others may also hit hardest in a smaller number of families with complex needs, which may include domestic violence, youth offending and poor school attendance.

Tackling child poverty and supporting families with complex needs are complicated areas. They demand an even more joined-up approach between the Council and partners to help children and families.

Over the last year we have:

- signed up 255 parents for support to find employment. We have helped 31 to find jobs, 111 into training and 19 into work experience placements
- brought back our offer of 25 hours of childcare (see case study on page 14) for three and four-year-olds in our nurseries and children’s centres
- introduced the London Living Wage for our staff and our working towards it for our contractors. This is a crucial tool in making work pay in the borough
- developed a programme to deliver better outcomes for families with complex needs based on the government’s troubled families agenda. In the first year we identified a group of families to engage with and offer support to in a new way.

Next we will:

- work with schools to create breakfast clubs in the **next year** so that all primary school age children can have access to a breakfast club. This will help parents who are already in work, or trying to access work. It will also give children the best start by supporting their educational development and enabling them to fulfil their potential
- pilot new employment programmes for mothers. Combined with our childcare offer, this will help more parents into training and work

- tackle levels of overcrowding for families by revising our housing allocations scheme, our under-occupation strategy and by building new council homes over the **next four years**
- start working with the families that are taking part in our complex families programme over the next two years setting up a team to work with them including partners from health, other public services and the voluntary sector. By using a new approach we expect to see fewer exclusions and unauthorised absences from school, a reduction in anti-social behaviour and offending, and more parents moving into employment.

Case study:

Childcare

Tackling the causes of child poverty is a key priority for the Council. One cause is low rates of maternal employment. Childcare provision is a priority in Camden and we have been working to create new places and increase the number of families using childcare in Camden.

1,672 children took up a funded nursery place in 2011/12. We provided 800 places of 25 hour nursery care for parents who needed extra help to move into work. We also supported 80% of families in Camden with children under five through our children centres.

However, we have now gone further and brought back our offer of 25 hours nursery provision for three and four-year-olds in maintained sectors – ten hours above that funded by the government. We will review this after two years to ensure it is effective.

We believe that spending money to support working families will raise levels of employment and tackle child poverty.

Better homes for social and private tenants

The quality of housing also has a huge impact on life chances, affecting people's health, education and ability to get a job. We believe no one should live in sub-standard housing.

Our **own housing**, and that of local housing associations, is central to ensuring a secure life for our residents, particularly the most vulnerable and those on low incomes. We are investing money to improve our estates and build new homes.

With house prices in the borough beyond the reach of many, a third of residents now live in the **private rented sector**. All of these families should be entitled to homes which are safe, warm and secure to raise their children. We will do all we can within our powers to make sure that private renting works for everyone.

Over the last year we have:

- improved nearly 4,000 council homes, with 80% resident satisfaction
- made energy efficiency improvements to over 7,000 homes
- cracked down on rogue landlords. We became the first local authority in the country to take over the management of a private sector home from a landlord as a result of bad management

- served summons for the prosecution of nine landlords guilty of committing criminal offences.

Next we will:

- work with the Greater London Authority and other London boroughs in the **next year** to promote and improve the London Landlord Accreditation Scheme, which was created and is managed by Camden Council
- offer advice, assistance and grants to homeowners to bring their empty properties back into use, and use enforcement action when needed
- refurbish nearly 3,000 council homes in the **next four years** with internal improvements such as new kitchens and bathrooms. A further 8,000 will also receive external works, such as new roofs and external decorations
- make 14,000 homes more energy efficient through cavity wall insulation, heat metering and completing the district heating network in Gospel Oak
- set up a pilot social lettings agency for Camden leaseholders to provide rental homes at Local Housing Allowance rates.

Reduction in health inequality

There is a significant difference in life expectancy and health outcomes across Camden. These inequalities are caused by a wide range of factors – from quality of housing to income. While this is a complicated set of issues, the impact is stark. For example, men in the poorest areas of the borough die nearly 12 years younger than men in wealthier areas.

That is why the Camden plan sets out to improve life expectancy for people living in our most deprived areas. Much of the action to tackle this is outlined throughout this document, such as interventions to reduce child poverty. However, there is also work we are doing, and will continue to do, to encourage healthy lifestyles.

Over the last year we have:

- successfully taken over responsibility for public health in the borough and launched a Health and Wellbeing Board, committed to reducing health inequality as one of its fundamental principles
- launched Apples & Pears – a range of weight management services for adults and families
- supported the early identification and prevention of heart, kidney disease and stroke through the NHS Health Checks programme
- launched an outreach approach, taking our preventative health offers into communities.

Next we will:

- run weight management programmes for 3,000 overweight and obese adults and 1,000 children in the **next year**. We will also pilot a project with local restaurants and takeaway shops to make small changes to food preparation which will make their food healthier
- increase awareness of alcohol-related harm and continue to use licensing and enforcement powers to reduce the

- availability of alcohol to children and vulnerable people over the next **four years**. In the long term we expect the number of deaths from alcohol-related diseases to reduce
- run social marketing campaigns and programmes to help people stop smoking and take action to reduce the supply of illicit tobacco and sales to underage residents.

Working together with local partners:

We know we cannot reduce inequality alone. Building on the good work already being done with local partners, we need to:

- continue to encourage local businesses and organisations to adopt the London Living Wage
- work alongside housing associations to continue to raise the standard of homes and make sure there are homes for the people who need them
- work with health partners and the voluntary sector to prioritise the elements of the NHS Outcomes Framework which have the biggest impact on health inequalities in our most deprived communities
- continue the work of our Health and Wellbeing Board to promote initiatives under its Healthy Weight, Healthy Lives and complex families priorities, in areas such as sexual health and alcohol-related harm.

We will use the following measures to hold ourselves to account

Our aim is to maximise our impact on all of the outcomes, but some of the more complex problems will take longer to address.

What are we trying to achieve?	Examples of what we are doing now	<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="border: 1px solid black; border-radius: 15px; padding: 5px 15px; background-color: #f0f0f0;">Short term</div> <div style="text-align: center; flex-grow: 1;"> <p>Measuring success </p> </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px 15px; background-color: #f0f0f0;">Long term</div> </div>	
Reduce the number of children living in poverty	 <p>Setting up breakfast clubs</p>	Tackle levels of overcrowding in housing.	Better progress for children in early years. More parents supported into work and training, with a particular focus on maternal employment.
Reduce the number of families in Camden with complex needs	 <p>Multi agency working with families in Camden</p>	More families showing progress in key areas such as school attendance, anti-social behaviour and employment.	
Better homes for council tenants	 <p>Continued improvement work to council homes</p>	Council homes receiving internal improvement works, such as new kitchens and bathrooms, and external works, such as new roofs and decorations.	Improvements to communal heating networks and lifts. More heat metering and cavity wall insulation in homes.
Better quality private rented sector accommodation	 <p>Action to bring empty homes back into use</p>	More accredited private landlords with properties in Camden. More empty homes back into use.	
Reduction in health inequality with a focus on life expectancy in our most deprived areas	 <p>Weight management programme for children and adults</p>	More smoke free families and communities.	Fewer people being harmed by alcohol. More children and adults leading active lives and eating healthily. Fewer early deaths (under 75) from heart disease, stroke, cancer, liver disease and in people with a serious mental health illness.
		Find out how we are getting on at camden.gov.uk/camdenplan	

Creating the conditions for and harnessing the benefits of economic growth

Camden is home to a huge variety of businesses and we recognise that a thriving economy is central to our aim of reducing inequality. Sitting at the heart of the world's most vibrant city gives us a rare advantage in challenging economic times, which we aim to use for the good of everyone. Increasing **employment** opportunities are the main route to reduce income inequality and it is our role to work with businesses to harness those opportunities for local people. We also have a role to ensure that not only is **educational attainment** for young people consistently high, but to work in partnership with schools, colleges and businesses to equip our young people with the right skills and experiences for the world of work.

We have delivered on our immediate plans in the Camden plan to:

Increased the number of local people employed by Camden businesses and improve work experience opportunities, with the Business Board	✓
Launch our business portal as a single point of contact for businesses	✓
Launch of the Camden Partnership for Educational Excellence	✓
Explore employment opportunities for Camden residents at King's Cross Central development	✓

In addition to **investing in growth**, we committed to the following outcomes in the Camden plan:

- an increase in educational attainment to achieve our goal of having the country's best schools within a decade;
- an increase in the number of young people in education, employment and training;
- reduced unemployment, particularly amongst vulnerable and social groups where long-term problems with unemployment exist.



7.4% of 16 to 19-year-olds in Camden are not in education, employment or training.

Investing in growth

Camden is one of the most successful local economies in the country. We are home to 24,000 businesses and over 300,000 jobs. We want to maintain and build on this success by encouraging investment that supports business growth, creating further job opportunities for our residents, and developing the infrastructure that will help existing businesses to thrive.

Over the last year we have:

- strengthened our relationship with the Camden Business Board as a voice of business in the borough and delivered apprenticeship and work experience projects
- launched an online business account to make it easier for businesses to deal with us
- launched 'Collective' in partnership with Camden Town Unlimited – a project which will regenerate the southern end of Camden Town, create new jobs and businesses and attract quality retailers to the high street
- worked with residents in Gospel Oak to revitalise the local market by handing over the running of Queen's Crescent Market to Queen's Crescent Community Association.

Next we will:

- celebrate and encourage business success and contribution to local employment, community and environment through the Camden Business Awards in the **next year**
- promote contract opportunities to local businesses;
- invest in the business infrastructure of the borough - from high-speed broadband across Camden to investment in the public realm from St Giles to Cobden Junction;
- invest in an innovative peer-to-peer funding platform to improve Camden business' access to finance over the **next four years**.

Increase in educational attainment to achieve our goal of having the country's best schools within a decade

High achievement is key to ensuring our young people can exploit the benefits of growth in the borough. Camden schools are rated well above the London and national average. We have the best primary schools in the country. Despite this positive picture, there are still key groups of children and young people in Camden that do not reach their full potential. We want the borough to have the best schools for all children and young people and close the educational attainment gap for the most vulnerable. Therefore schools are central to helping reduce inequality.

Our aim is to ensure that all children and young people have access to a broad, engaging and enriching curriculum. This should provide them with the numeracy and literacy skills, and also the necessary digital and technology skills, to enable them to achieve their full potential when they leave school.

Over the last year we have:

- challenged and supported schools to maintain improvement. We have provided advice and support for leaders and managers (including governors) to improve their strategic leadership and to prepare for Ofsted inspections
- worked with Swiss Cottage Teaching School and the National College for Teaching and Leadership to develop teachers' skills and to build sustainable school leadership
- Camden's Partnership for Educational Excellence has commissioned a range of projects led by groups of schools and the voluntary sector in areas such as enriching the curriculum, careers education and the transition from primary to secondary school.

Next we will:

- work with primary and secondary schools to improve teaching and learning in mathematics over the **next year**. This includes accessing regional funding opportunities such as the Mayor's Excellence Fund
- continue to support primary and secondary schools to focus on reading and literacy, with the aim that every year seven pupil will read at their chronological reading age

- continue to work with schools on projects to tackle underachievement in lower achieving groups of children over the **next four years**
- continue to work with partners to design and build support and training to encourage outstanding school leadership at all levels.

Increase the number of young people in education, employment and training by 2017

In Camden around 4,000 16 to 19 year-olds are in some form of education, employment or training. However, this still leaves around 300 young people who are not. While this is the second lowest of all central London boroughs, we believe it is unacceptable that even a minority of young people are not in employment, education or training in a borough with such a wealth of opportunities.

Over the last year we have:

- generated pledges, with the Camden Business Board, for 122 apprenticeship placements across Camden as part of the 100 in 100 campaign (see case study on page 26) and worked with three schools to create 500 work experience placements in 2012/13
- found places for a further 247 apprentices in a diverse range of sectors including business administration, customer service, childcare, hairdressing and support work;

- supported 72 young people – 44 of which have moved into some form of education, employment or training. In addition we have helped 142 young people to return to education and training through our Back to Business project.

Next we will:

- repeat the success of 2012/13 by creating 240 more apprenticeship opportunities through Camden Apprenticeships and the King's Cross Construction Skills Centre over the **next year**
- ensure all Camden pupils leave school with a clear destination plan
- continue to work with partners to provide high quality careers advice to young people across the borough over the **next four years**
- implement a strategy for 14 to 19-year-olds through which we and our partners will work with young people to help them stay in education, employment and training.

Case study:

100 in 100 campaign

Creating opportunities to build long-term skills and capabilities through apprenticeships is a great way to reduce youth unemployment. We have already supported hundreds of Camden residents into apprenticeships and have seen the impact they can have.

By building on our strong relationship with local businesses, we worked together with the Camden Business Board to create a '100 in 100' campaign. This high profile campaign encouraged Camden employers to generate 100 pledges to take on an apprentice in 100 days.

The campaign successfully exceeded its target. A total of 122 pledges were made by organisations such as the Shaftesbury Theatre, Camden New Journal, Birkbeck College and English Heritage.



Reducing unemployment

As well as working with young people, our focus is on harnessing the benefits of Camden's strong economy and resources to help as many working age residents into employment as possible. While unemployment in Camden is low by national standards, specific groups of residents in the borough face persistent barriers to moving into work. **Our Equality Taskforce** highlighted the need for us and our partners to focus on supporting parents into work and to find better ways to help black and minority ethnic (BME) residents into jobs.

Over the last year we have:

- created over 50 apprenticeship places for young people in the borough to develop their skills in the construction sector as part of our Community Investment Programme
- supported residents into work to mitigate the impact of welfare changes
- started to work with families in need of support to get into employment through our complex families programme
- started work with King's Cross Recruitment to support residents into jobs in the King's Cross Central development.

Next we will:

- continue to fund the Into Enterprise project to support young people in starting up their own business in the **next year**
- work with voluntary and community partners to run a mentoring programme for young people to help them access apprenticeships or start their own business
- use our economic growth fund to support three pilot projects, developed alongside residents, to help mothers, women and unemployed black and minority ethnic residents into work over the **next two years**

- create structured volunteering opportunities that include accredited training to improve employability over the **next four years**
- develop family-friendly working practices that support parents into work. This will begin with a 'part time pledge' commitment that all jobs we recruit to will be available on a flexible basis unless there is a good reason why not. We will also encourage other local employers to do the same.

Working together with local partners:

We know we cannot create and harness the benefits of economic growth alone. Building on the good work already being done with local partners, we need to:

- continue to work alongside local organisations in the public, private

and voluntary sector to invest in local people and suppliers

- ensure the work of forums like the Camden Partnership for Educational Excellence continue, so all children in the borough can achieve as much as possible.

We will use the following measures to hold ourselves to account

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Investing in growth	 Camden Business Awards	<p>More businesses saying that Camden is a good or excellent place to do business.</p>	<p>More jobs and businesses in growth and important sectors.</p> <p>More investment in infrastructure and assets to support growth.</p>
Increase in educational attainment to achieve our goal of having the country's best schools within a decade	 Focused work in primary schools on literacy and numeracy	<p>More young people achieving A*-C at GCSE level (targets of 75% achieving at least 5 A*-C GCSEs including English and Maths by 2017 and 90% achieving A*-C in English and Maths by 2022).</p> <p>Ensure progress in Camden schools at all key stages is in the top 10% nationally.</p>	
Increase the number of young people in education, employment and training	 240 more apprenticeship opportunities	<p>More young people participating in education, employment and training at 16 and 17-years-old.</p> <p>Fewer young people on Job Seekers Allowance from 18 to 24-years-old.</p>	<p>Fewer young people not in education, employment and training between 16 to 19-years-old.</p>
Reduced unemployment	 Our economic growth fund	<p>More local people employed in new business developments.</p>	<p>Lower levels of maternal and BME unemployment.</p>
		<p>Find out how we are getting on at camden.gov.uk/camdenplan</p>	

Investing in our communities to ensure sustainable neighbourhoods

The communities our residents are part of can have a big impact on their life chances and inequality. As the public sector has less money, communities across Camden need to become more sustainable by doing more to help themselves and each other, building on the support that local government is able to provide. The physical infrastructure of the borough is key to this. Facilities such as schools, **housing** and community centres are not only essential to meet growing community needs, but to improve the **educational attainment** and **employment** opportunities of local people. The social infrastructure is also vital to the **resilience** of communities; ensuring people feel safe, are able to live independently and do more within their communities.

We have delivered on our immediate plans in the Camden plan to:

Have conversations with every community to inform the Community Investment Programme on an area basis	✓
Engage communities in designing services to tackle the issues that affect them most	✓
Commission the most sustainable council building of its type in the country, complete with leisure facilities that will be in use from 2014 as part of the King's Cross Central development	✓
Explore with our partners the opportunities for a more prominent restorative justice programme in Camden	✓

In the Camden plan we committed to building sustainable neighbourhoods through the following outcomes:

- investment in our physical infrastructure - new investment in homes, schools and community centres
- investment in our social infrastructure – reduced levels of crime, more resilient and trusting communities, a personalised approach for adult social care users and lower carbon emissions across the borough.



23 new council homes will be completed at Chester Balmore in Highgate within the next year

Investment in our physical infrastructure

Over the last year we have:

- significantly progressed work across three sites on 179 new homes as part of our Community Investment Programme (see case study on page 36), of which 72 are council or shared ownership homes. Construction work is also now underway at three further sites

- seven Community Investment Programme schemes have been approved, including nearly 1,000 homes, of which over 400 are council or shared ownership
- started work on a brand new school at the Netley School site and improved facilities at 17 other schools
- three community centres and approximately 3,700m² of employment space received planning consent to progress with refurbishment work.

Next we will:

- complete building work at Chester Balmore within the **next year** – the first large scale Passivhaus development in the UK
- aim to build nearly 1,200 new homes over the **next four years** – making over 300 additional homes available for council rent and shared ownership. This includes Bacton Low Rise, where 290 new homes are due for completion in 2018, and the Maiden Lane Estate where another 265 homes will be built by 2017

- invest £117 million in 58 schools and children's centres by 2016/17. We will also work on school redevelopment projects to create additional school places
- provide at least 9,000m² of improved community facilities and space including Camden's first Centre for Independent Living, which will provide high quality accessible facilities for people with disabilities and mental health problems.

Case study:

Community Investment Programme

The reduction in government funding for capital projects, particularly schools, means that we need to be more innovative in making the best use of our buildings and land to improve community facilities. We have a funding gap of over £400 million of money we need to maintain and refurbish our schools, council estates, community centres, parks and roads.

The Community Investment Programme is our answer to this challenge. It is an ambitious 15-year-plan to invest money in schools, homes and community facilities. By selling or redeveloping properties that are out of date, expensive to maintain, or underused. We are creating funding that is not otherwise available, to reinvest into improving services and facilities.

We are nearly three years into the programme and working closely with local people and organisations. We have already carried out improvements in 17 schools and over 3,000 council homes. We have also created over 50 apprenticeship placements that will benefit local young people.

We hope to build 2,750 homes through the Community Investment Programme while raising £300 million to invest in refurbishing our existing council housing and improving our schools.

Investment in our social infrastructure

Over the last year we have:

- seen a drop in violent crime and over 50% drop in serious youth violence across the borough as a result of our partnership work with the Police and voluntary sector
- seen a 14% CO₂ reduction for the Council's own estate from 2009-10 to 2011-12
- continued to provide support for community festivals that bring people from different backgrounds together
- recognised the value of our local voluntary sector partners through our £6.5 million investment and support programme
- helped over 75% of all eligible people to have a personal budget to purchase the care and support they need (above the national target of 70%), as part of our personalised approach to social care.

Next we will:

- while much of the influence we can have on crime is through our work with partners like the Police on the Community Safety Partnership Board, we are looking to innovate ourselves through the use of restorative justice approaches and the Camden Safety Views scheme to tackle anti-social behaviour
- continue to support businesses and other organisations to reduce their carbon emissions through the Camden Climate Change Alliance

- continue to roll-out our equalities and cohesion fund which aims to build an ever-more inclusive, resilient and cohesive borough. A total of 35 organisations have already been funded under this programme
- continue to increase the number of residents choosing to have a direct payment for social care and using the Camden payment card to purchase the care and support they need.

Working together with local partners

We know we cannot build sustainable neighbourhoods alone. Building on the good work already being done with local partners, we need to:

- work alongside developers and housing associations to ensure investment in physical infrastructure continues to benefit local communities, and new housing matches the needs of our population
- continue to work with partners such as the Police through the Community Safety Partnership Board to further reduce crime and anti-social behaviour
- work in partnership with organisations across the borough to reduce their carbon footprint.

We will use the following measures to hold ourselves to account

Our aim is to maximise our impact on all of the outcomes, but some of the more complex problems will take longer to address.

What are we trying to achieve?	Examples of what we are doing now	<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="border: 1px solid black; border-radius: 15px; padding: 5px 15px; background-color: #f0f0f0;">Short term</div> <div style="text-align: center;"> <p>Measuring success</p> </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px 15px; background-color: #f0f0f0;">Long term</div> </div>
Investment in new homes	 <p>Building new homes in Bacton Low Rise and Maiden Lane estate</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>New council homes built and homes available for shared ownership.</p> </div> <div style="width: 45%;"></div> </div>
Investment in schools and community centres	 <p>Continued building work at Netley School</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Schools and children's centre buildings get vital repairs.</p> </div> <div style="width: 45%;"> <p>New and improved community facilities.</p> </div> </div>
Reduced levels of crime	 <p>Pilot restorative justice approach</p>	<p style="text-align: center;">More residents feeling safe both during the day and after dark.</p>
27% carbon reduction across the borough	 <p>Borough-wide insulation programme</p>	<p style="text-align: right;">Lower levels of carbon in both absolute terms and per capita.</p>
More resilient and trusting communities	 <p>Increase volunteer opportunities through the volunteers strategy</p>	<p style="text-align: right;">More volunteer opportunities.</p>
Personalised support for older, disabled and other residents who also use adult social care services	 <p>The 50+ project - a member based peer support network</p>	<p style="text-align: center;">More residents choosing direct payments.</p>
		<p>Find out how we are getting on at camden.gov.uk/camdenplan</p>

Section three

Changing the way we work to deliver the Camden plan

Providing democratic and strategic leadership fit for changing times

As highlighted in the Camden plan, we cannot achieve the huge ambitions we have set alone. The plan outlined the need for action-focused partnerships, with a clear mandate for us to take a strategic leadership role. The size of the challenges we still face require the active involvement of local people and partners.

We also made a commitment to introduce innovative ways of involving our residents, and to increase satisfaction with opportunities to influence the decision-making of the Council.

We have delivered on our immediate plans in the Camden plan to:

Embark on a new community conversation as part of the launch of the Camden plan, giving the community influence over the delivery of the plan	✓
Set up a cross-party review of the Council's constitutional arrangements	✓
Launch our Camden Partnership for Educational Excellence	✓



Working with the Camden Business Board, we gathered pledges to take on 122 apprentices as part of our '100 in 100' campaign.

Over the last year we have:

- the cross-party Camden democracy review has already begun to explore ways to revitalise local democracy. Initiatives are underway to involve more people in the work of the Council
- worked with local partners on successful initiatives such as the Business Board's '100 in 100' apprenticeship campaign and pioneering work with health, police and voluntary sector partners to improve outcomes for complex families
- our unique 'Camdenville' competition gave a voice to over 200 children and young people
- getting senior managers 'back to the street' starting during our tenant engagement week.

Next we will:

Real success in the way we work with partner organisations can only be truly measured by the extent to which we successfully tackle some of the longstanding challenges in the borough, such as getting young people into employment. The important work of partnerships like the Health and Wellbeing Board and the Community Safety Board will ensure we continue to work together for the benefit of local people.

- in the **next year** we will continue our campaign on behalf of the people of Camden in opposition to High Speed 2 and attempt to get the best deal for the borough
- we will demonstrate our commitment to transparency and open data by publishing information about our performance to allow you to have closer scrutiny of what we do. Data also helps to stimulate innovation from residents and businesses
- over the **next four years**, residents will continue to be at the heart of the development of projects to build homes, schools and community facilities as part of the Community Investment Programme
- we will invite residents to influence our decisions at open policy and 'hack' days, building on the Camden Challenge and our recent Big Innovation Centre 'hack day' with Google. We will also be 'crowd-sourcing' contributions to our digital strategy to ensure we are benefiting from the wealth of knowledge and expertise within the borough
- we will continue to work alongside our partners to tackle inequality across Camden, with a focus on Camden being a 'no wrong door' borough. Our aspiration is that no matter where a person accesses a public service, their problem will be identified, assessed and they will receive the right response – either directly or through appropriate referral.

Delivering value for money services and getting it 'right first time'

Ultimately, the more efficient we are at using our resources and delivering services, the more we can do to focus our efforts on tackling inequality. We serve every resident, business or visitor to Camden in some way and everyone experiences at least one of our services when they are in the borough. Rightly, they expect that our **services work for them** and offer **value for money**.

We believe value for money and excellent customer service go hand in hand – and our aim is to deliver efficiencies which minimise the impact on frontline services. One of the key ways we are doing this is through our **right first time** programme of customer-focused service improvements.

We have delivered on our immediate plans in the Camden plan to:

Announce our long-term plans for council tax in Camden	✓
Develop plans for a personalised Camden account	✓
Launch a 'right first time' programme that builds on the positive results we have achieved in the housing repairs services	✓



We have delivered
£83 million of savings
over the last three years.

Delivery designed around our customers

Over the last year we have:

- changed the way our housing repairs team works to make it more responsive. This includes shorter appointment windows and picking up other minor repairs to avoid repeat visits
- enabled people to access our services through post offices so that we can maintain face-to-face contact with those who need it
- introduced a quicker and more flexible service for planning applications
- made improvements as part of our customer access programme, including a new system for students to register their council tax exemption online.

Next we will:

- review more key services using our ‘right first time’ approach over the **next year** to make them more customer focused and efficient. This will include a focus on mechanical and electrical repairs in council homes
- introduce a personal web page for customers to book appointments, and apply and pay for services.

What is ‘right first time’?

Right first time is a way of working which is changing the way we provide services to ensure they are fully focused on what people want from the Council. This will help us to save money by tackling inefficiencies, such as duplication, and the costs associated with resolving mistakes.

We introduced this way of working in our housing repairs service that serves the Council’s tenants and leaseholders. The new service was rolled out across the borough earlier this year and key elements of it include:

- managing jobs from start to finish in one team
- doing as much as we can in one visit
- empowering our staff to make decisions themselves.

For tenants this has resulted in more flexible, shorter appointments, faster repairs and increased satisfaction – in the pilot up to 90% of tenants were satisfied.

In our drive to improve customer service and enable people to contact us in a way that suits them, we have also developed a comprehensive customer access programme, focusing on the 15 high volume services such as parking, council tax and environment services.

Driving out inefficiencies and delivering real value for money

Over the last year we have:

- delivered over £83 million of savings over the last three years to ensure a balanced budget, despite a 28% reduction in like-for-like central government funding since 2010
- set a clear and long-term approach to council tax. We have frozen council tax for the past four years and have already announced an intention to freeze council tax for 2014/15.

Next we will:

- aim to give residents certainty about council tax in the medium term up to 2017/18 to help people plan their personal finances during continuing difficult economic times
- maximise the use of our assets by selling surplus buildings and units and looking at alternative service delivery models such as shared services
- become more flexible, for example by improving how we allocate financial resources to better meet demand for services and making better use of data to make decisions.

We will use the following measures to hold ourselves to account

Our aim is to maximise our impact on all of the outcomes, but some of the more complex problems will take longer to address.

	What are we trying to achieve?	Examples of what we are doing now	Short term	Measuring success	Long term
Democratic and strategic leadership	Increasing satisfaction with opportunities to participate in and influence the decision-making of the Council	 <p>Publish clear information about the Council performance</p>	<p>More residents feel able to influence decision-making.</p> <p>More residents trust us to make the right decisions on their behalf.</p>		
Delivering value for money services and 'getting it right first time'	Delivery designed around customers	 <p>Access council services through post offices</p>	<p>More residents satisfied with contacting the Council.</p>	<p>More residents satisfied with the Council.</p>	<p>More residents satisfied who have experienced 'right first time' services.</p>
	Driving out inefficiency and delivering real value for money	 <p>Publish plans for council tax</p>	<p>Unqualified Value for Money Audit every year.</p>	<p>Less money spent in line with our financial strategy.</p>	<p>More residents feel we provide value for money.</p>
<p>Find out how we are getting on at camden.gov.uk/camdenplan</p>					



Tracking our progress to 2017

We are committed to transparency and enabling you to hold us to account.

You can track our progress towards the outcomes in the Camden plan using the measures found throughout this document. Information about how we are getting on will be added and regularly updated online at camden.gov.uk/camdenplan

New measures will also be added over time as we continue to develop a better understanding of how we can have the biggest impact.

We will also include information about our performance on these core services which are most important to our residents.



This document and other information
can be downloaded from
camden.gov.uk/camdenplan

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