

# The Camden Plan 2012-2017 Achievements

## The Camden Plan agreed for 2012 to 2017 set out one central goal.

We want to make Camden a better borough – a place where everyone has a chance to succeed and where nobody gets left behind. We’re going to create a place that works – for everyone.

This document highlights some of the key achievements over the last six years. It doesn’t seek to be comprehensive, but showcases examples of our approach and our successes.

<b>The Camden Plan objective one Providing democratic and strategic leadership fit for changing times</b>	<b>3</b>
<b>The Camden Plan objective two Developing new solutions with partners to reduce inequality</b>	<b>5</b>
<b>The Camden Plan objective three Creating conditions for and harnessing the benefits of economic growth</b>	<b>8</b>
<b>The Camden Plan objective four Investing in our communities to ensure sustainable neighbourhoods</b>	<b>10</b>
<b>The Camden Plan objective five Delivering value for money services by getting it ‘right first time’</b>	<b>12</b>

## The Camden Plan objective one Providing democratic and strategic leadership fit for changing times

### Headline achievements

---

#### Supporting a strong voice for business in Camden

- Camden has supported the development and growth of a strong voice for businesses in our communities. This includes the establishment of a successful Business Board, and a popular biannual Business Award scheme to recognise excellence in our local business community. The Camden Business Board and Camden Council launched the 100 in 100 campaign, securing 122 pledges from employers to take on an apprentice, and giving over 1,000 schoolchildren work experience.
- We helped to establish the Camden Knowledge Quarter, which is now a nationally recognised voice for the science, technology and academic sectors. The Knowledge Quarter has grown from an initial membership of 35 organisations to now 87 partners and growing.

#### High Speed 2

- We successfully campaigned on behalf of residents and received nearly 150 assurances from the government to help mitigate the impact of construction of the High Speed 2 station and railway in Camden. These include moving materials by rail (reducing impacts of lorries on roads), a £3.5 million community fund, £3 million for a greened walking and cycling route along Phoenix Road, and £4.1 million for a construction skills centre to support local residents into employment. The government also committed to providing a compensation scheme for urban residents suffering prolonged disruption.
- We secured funding from the government to build 95 replacement homes on the Regent's Park Estate, and for 70 replacement homes in the Netley development (Community Investment Programme project), for all council tenants whose homes will be demolished by HS2 Ltd.
- We worked hard to press for the comprehensive redevelopment of Euston station, and to influence station design to better meet the needs of the local community and businesses. As part of this we produced the Euston Area Plan to guide long-term transformational change, adopted as supplementary planning guidance by the Mayor of London, and secured council representation on strategic boards to provide input into Euston station design and future redevelopment.

#### Adoption of the Camden Local Plan

- Working with our communities, we have adopted planning policies and guidance to help Camden deliver good growth, creating a strong economy, new jobs, homes and affordable housing. At the heart of the plan is a desire to reduce inequality, to protect our creative and vibrant communities and ensure that development contributes to a healthy environment for everyone.

#### Community safety

- We established the Community Safety and Youth Offending Partnership Board and the Youth Safety Taskforce to work with community, political and public sector partners to improve the safety of all of our residents. Camden was the first borough to set up a Safer Neighbourhood Board, bringing together the Mayor's Office for Policing and Crime (MOPAC) and community leaders to address local safety and policing priorities.

- The Community Safety Partnership Board has led award-winning campaigns to raise awareness and change behaviour on a range of serious issues, including domestic violence, child sexual exploitation and our anti-hate crime campaign, No Place for Hate.

## Resident involvement

- We continue to look for new ways for residents have a say in the decisions that affect them. We employ over 20 local people as Community Researchers who work flexibly and gain skills whilst helping us understand the priorities of our residents.
- We reached out to every household in the borough in 2017 to understand their priorities and vision for Camden, and we established the Camden Citizens' Assembly to bring together residents and the council to discuss our shared challenges and develop solutions in partnership.
- In 2016 there was a record overall turnout of 6,737 young people voting in the Youth MP election, with over 40% of the borough's 13 to 19 year olds voting in schools and youth centres. Our Youth MP and Camden Youth Council are an important voice for young people, raising the profile of issues that matter to the youth of Camden and helping to shape our policies. Hundreds of children and young people have also voiced their views at our annual Shout Out event, and the annual Takeover Challenge, where they have the opportunity to meet the council's decision makers and influence future policies and services. We also have a Camden Children in Care Council for young people who have experience of being in care to get involved in making changes and improvements to services.

## Ensuring our tenants and leaseholders are involved in decisions about their homes

- We are committed to involving residents in decisions about their homes. This includes engaging residents who are part of proposed Community Investment Programme (CIP) projects from the start to the finish of schemes, and employing tenants to act as local peer-to-peer Community Liaison Officers and work with their neighbours on designs and building new community facilities. Our CIP pledges highlight our commitment to ensuring that residents are at the heart of everything we do as part of this project.
- We have established the Resident Fire Safety Panel, providing resident oversight to our programme of assessing and improving fire safety in our housing stock.
- We have an email mailing list with 17,000 tenants and leaseholders to whom we provide regular updates and who we engage with as part of our consultations and participation events. Using this approach has significantly increased the number of responses received.
- We campaigned to axe key aspects of the Housing and Planning Act, working with MPs and Peers to raise our concerns in the House of Lords and the media – working with other councils we helped to scrap Pay to Stay, the threat of an additional tax on ordinary working families.

## Key data

- 
- **Local democratic participation levels among Camden residents are above national averages, with 35% of residents having attended a public meeting and 25% having taken part in a consultation. Overall 73% of residents regularly engage in local issues and a further 9% would be interested in doing so.**
-

## The Camden Plan objective two

### Developing new solutions with partners to reduce inequality

## Headline achievements

---

### Housing allocation scheme

- We changed our housing allocation policies to focus on addressing inequality. We have rehoused 666 children from severely overcrowded housing – 3.5 times the number under the previous housing allocation scheme.
- The council has the lowest number of families housed in temporary accommodation in inner London, significantly bucking the London trend. The numbers of households in temporary accommodation have fallen significantly over the duration of the Camden Plan.

### Camden Learning

- We have redefined our relationships with schools, building on the principles learnt from the Camden Partnership for Educational Excellence (CPEE) that collaboration and knowledge sharing between schools lead to better educational outcomes for children. The CPEE distributed £2 million in grants to schools and educational institutions in Camden, and supported the development of over 200 partnerships between primary, secondary, higher and further education institutions and the business community.
- Building on this work and seeking to future-proof the school-led school improvement system in Camden, the council in partnership with all state-funded schools in the borough created Camden Learning, a not-for-profit schools company aiming to make sure every Camden child succeeds in school and that no Camden child is left behind. The council and all state-funded schools in Camden are members, and leadership of the company is overseen by the Board of Directors, composed of representatives from the council and school leaders. Camden Learning places emphasis on school-to-school improvement and promoting strong leadership, management and civic governance. It is continuing our shared ambition of having the best schools in the country by 2020.

### Working with children and families

- We created the Camden Model of Social Work, bringing together best practice from across the sector, and an extensive period of co-design with service users and our staff. The Model has resulted in an overall reduction in cases open to the social work service over the last five years, and more efficient working practices – 1,947 cases in March 2012 down to 1,614 in March 2016.
- Mirroring the reduction in cases open to social care, our Resilient Families partnership approach – a rebalancing of services towards effective earlier intervention – has resulted in more families than ever before receiving early help, preventing escalation to more costly and intensive statutory intervention. Requests for early help increased from 1,673 in 2014/15 to 2,413 in 2016/17.
- Over 200 people from a wide range of organisations have been trained in our Resilient Families relational practice model. Over 80% of families receiving early help stay free from further early help or social work intervention for at least 12 months, demonstrating that families leave our services more resilient and able to cope with life's challenges.

- Our approach to supporting families, focusing on what they need to be resilient in the face of challenges, has been formally recognised through the Ofsted inspection framework. In 2017, we received an Ofsted inspection of our children's services, which gave an overall rating of 'good'. Our adoption performance, leadership, management and governance and the Camden Safeguarding Children Board were all rated 'outstanding'.

## Helping everyone access fulfilling work or training

- We have sought to address parental unemployment through initiatives such as Women Like Us and Camden Parents First. These programmes have collectively engaged with over 400 parents and supported over 120 parents into sustainable employment. Through seed-funding and supporting the testing and development of the approach, Hopscotch AWC, who managed Camden Parents First, was able to trial and shape a highly innovative model, develop the evidence needed to secure future funding and then lever in £1.48 million of external funding (through the Building Better Opportunities Fund, via European Social Fund/Big Lottery Fund) to upscale the model across central London.
- Camden established a mental health employment service, Mental Health Working, helping 108 people with mental health needs into work. In 2015, we opened the Alexandra Centre, operated by Westminster Kingsway College, to provide learning opportunities for disabled people aged 19 to 25 and to support their transition into adulthood.

## Camden Living

- We have established an intermediate housing register in the borough, and also established our own wholly owned company, Camden Living, to provide genuinely affordable homes developed as part of the Community Investment Programme, to households on middle incomes in the borough. In early 2018, 66 new homes will be let, with 90% of the households earning under £40,000 and 60% being in public sector added value roles such as nursing, policing or teaching.

## Routes Off the Street

- We have developed a new approach to rough sleeping with our award-winning Safer Streets Team, which ensures at least 75% of new rough sleepers arriving in the borough have received support to prevent them from rough sleeping again.
- The Routes Off the Streets strategy brings together the wealth of expertise within the borough to provide wraparound support to address the complex causes of rough sleeping, including specialist mental health; substance misuse; Lesbian, Gay, Bisexual and Transgender (LGBT); and domestic violence services. Our support services mean we have very few Camden residents rough sleeping but due to our central location we are often a destination for people who have been impacted by national policy changes including welfare reform and under supply of housing.

## Supporting People, Connecting Communities

- In 2017, Cabinet approved Supporting People, Connecting Communities: our plan for living and ageing well in Camden. This sets out our vision of how we will take a cross-council approach to prevent, reduce and delay the need of older and disabled people for care services, through maximising people's independence and harnessing their strengths.
- We are continuing to support and develop the personalisation of adult social care services. This includes supporting initiatives such as Ageing Better in Camden, which helps residents to build on their strengths, and on what they can do for themselves with friends and family to address social isolation, rather than starting with a focus solely on needs.
- We have reviewed council adult social care day services and are creating a dementia-friendly older people's hub at Kingsgate and constructing the Greenwood Centre to provide state of the art facilities for people with experiencing mental health issues, and learning disabilities, including the development of Camden's first Centre for Independent Living run by disabled people.
- In 2016 we created the Preparing for Adulthood service to support the transition for young people with disabilities (18 to 24) into adult services (Camden Learning Disability Service).
- We are working closely with health partners to create integrated services that provide person-centred care to our residents. This includes integrating health visitor and family support worker teams in our children centres, and creating multi-disciplinary hubs in our communities that bring together GPs, social workers, home care services and district nursing (operational from 2018).

### Key data

- 
- **Inspection results are reaching record highs. In 2017 all of Camden's primary schools were rated either 'good' or 'outstanding'. 97% of students in Camden study at a school that is rated 'good' or 'outstanding'. This places Camden schools in the top three overall in the country.**
- 
- **All five of our children's centres are rated 'good' or 'outstanding', as are 93% of Camden's non-domestic childcare provision and 90% of childminders.**
- 
- **82% of care leavers aged 17 to 21 were in suitable accommodation in 2016/17, up from 74% in the previous year. In addition to this, Camden has significantly reduced the average time between a child entering care and moving in with their adoptive family, from 610 average days in 2015/16 to 385 in 2016/17.**
- 
- **Compared with rising figures nationally, the number of looked after children in Camden has decreased and stabilised: 199 children were being looked after in March 2017, compared with 2005/06 when a total of 482 children were looked after. Over the past year numbers have been relatively stable, showing the trend in numbers of children being looked after being sustained.**
- 
- **The support we offer residents is helping them to maintain and regain their independence. Our reablement service means that following the help we give to people following illness or injury, 72% (15/16) no longer needed ongoing adult social care support, an increase from 61% the previous year (14/15). 85.6% of older people receiving our adult social care services were still living at home three months after leaving hospital, up from 81% in 2014/15.**
- 
- **All of our residential and nursing homes have a Care Quality Commission rating of 'good'.**
  - **Camden's carers service is in regular contact with 32,000 carers in Camden, providing information, advice, advocacy and breaks.**
-

## The Camden Plan objective three

### Creating conditions for and harnessing the benefit of economic growth

## Headline achievements

---

### Continuing business growth

- Camden is a highly significant contributor to the national economy and is home to important growth sectors including biomedical science, technology and creative industries. The Office for National Statistics' estimates of Gross Value Added (GVA) show that Camden added £26.4 billion to the national economy in 2015, 1.59% of the total. This is an increase in GVA of 38% from 2008, growing faster than Central London (34%), Greater London (30%) and the UK (18%).
- Employment in Camden has expanded 18.5% between 2011 and 2016. Indicative of this, Camden has welcomed a number of large and growing employers to the borough including the Francis Crick Institute (bringing over 1,000 scientist roles to Camden) and Google to 6 Pancras Square.

### King's Cross Recruit and work experience brokerage

- We have supported the delivery of construction apprenticeships and employment opportunities on sites across Camden, brokering over 800 apprenticeships, 744 job starts and over 2,500 Construction Skills Certification Scheme tests with a strong focus on engaging Black, Asian and Minority Ethnic (BAME) residents. Alongside this, we have created a schools brokerage role to support high-quality work experience opportunities for students in Camden.
- We have used our strong links with schools, local businesses and further education providers to review the offer of post-16 education in Camden with a view to creating a richer and more diverse offer at 16 to better meet learners' needs.

### Camden Apprenticeships

- We offer an award-winning apprenticeship service, which has supported over 1,150 apprenticeship starts during the lifetime of the Camden Plan, exceeding our target of 1,000. This has been expanded to provide an adult apprenticeship offer.

### STEAM Commission

- We have led the agenda to ensure that the borough's schools and residents are best placed to take advantage of the opportunities that flow from our unique and growing Science, Technology, Engineering, Arts and Maths (STEAM) sectors.
- The STEAM Commission brought together academic institutions, schools, and businesses to develop robust recommendations for how to ensure that the benefit of growth in STEAM is open to all. The report of the Commission was published in June 2017, with an aim to deliver the ambitions of the Commission in the following five years.

## Supporting growth in Camden's small and medium enterprises (SMEs) and businesses

- We have protected and promoted affordable workspace through planning policy, lobbied to secure exemption of 93% of Camden's business premises from permitted development, and delivered a workspace for SMEs through our Community Investment Programme.
- We invested in Funding Circle, a platform to connect small and medium businesses to investors, and Camden Collective, a social enterprise supporting start-up businesses, free co-working space and subsidised office space in vacant buildings. Through the scheme we successfully completed 58 loans to Camden-based businesses totalling £143,614. This investment helped lever in more than £3.7 million of private sector funding. Businesses in Camden's growth and important sectors were the greatest beneficiaries of the scheme, receiving over 70% of the total loans.

## Community Infrastructure Levy

- In the last three years we have spent or transferred around £43 million of Section 106 funds collected from developers on affordable housing, schools, community facilities, health, transport and public realm improvements. We also have future plans to spend a further £72 million, including around £35 million on affordable housing through the Community Investment Programme, £14 million on the West End Project and £3.5 million on parks improvements through our Green Space Investment Programme.
- We introduced a Camden Community Infrastructure Levy (CIL) to ensure that new development and growth supports the provision of supporting infrastructure such as highways and public realm works, schools, community and other local facilities within the borough. 75% of CIL is spent on borough-wide infrastructure, and we have prioritised current investment to provide essential funding support for priority schools and highways works within the council's Capital Spending Programme.
- 25% of CIL funding collected will be distributed locally by ward members in consultation with their communities. To date, some of the CIL projects that have been funded include creating a dementia-friendly ward at the Royal Free Hospital, supporting the Primrose Hill Community Library, and delivering an under-fives drop in services for children and parents.

## Key data

- 
- **Overall, unemployment in Camden has reduced significantly, with the number of Job Seeker's Allowance (JSA) claimants decreasing 46% between 2013 and 2017.**
- 
- **Camden supports local small and medium enterprises (SMEs). In 2015/16, 44% of our council contracts were with SMEs of which 18% were Camden-based – a 50% increase on 2013/14.**
- 
- **The number of young people not in employment, education or training was at an all-time high in 2013 at 17% or 845 people. It has fallen significantly to 330 in June 2017 – a reduction of 61%.**
- 
- **6,050 new enterprises started up in Camden in 2016, contributing to Camden having the second highest number of business start-ups in London.**
- 
- **4,375 new enterprises started up in Camden in 2014, contributing to Camden having the third highest number of business start-ups in London.**
- 
- **48,000 new jobs are forecast to be created in Camden by 2036.**
-

## Headline achievements

---

### Investing in our communities

- We have one of the largest council house building programmes in the country, delivering 664 new homes in the last five years, and expecting to complete nearly 200 more homes by the end of 2018. We have agreed over £1 billion of investment as part of our 15-year Community Investment Programme, and are seeking to deliver a further 1,200 homes over the next five to seven years.
- The Community Investment Programme has also invested over £85 million into our schools and children's centres, and provided 1,365 square metres of community facilities including the new St Pancras Community Centre, which opened in 2016.
- In 2016/17 we spent close to £2 million on internal improvements to our housing stock including new kitchens and bathrooms. We have invested over £1.1 million into energy efficiency improvements to estates, with a further £500,000 of work to be commissioned. We have reduced district heating costs by 12%, passing these savings onto our residents.

### Supporting and shaping the voluntary and community sector locally

- We have implemented our Strategic Partners approach to funding the voluntary and community sector, ensuring that the council is enabling and incentivising resilience and innovation in the sector, whilst supporting delivery of services for our residents. We are continuing to fund the sector to a significant level (over £5 million per year), alongside support to help access sources of funding and support.

### Creating healthy communities

- Camden Council is the first borough in London and the country to challenge ourselves by adopting ambitious new pollution limits in line with those established by the World Health Organization. In line with this we have created the Camden Clean Air Pledge.
- We are working with our schools to encourage active travel. 40 Camden schools have or are working on school travel plans – on average at each school these result in a 6% decrease in car use by parents and staff and a 6% increase in walking, cycling and scootering to school.
- We lead the London Low Emission Construction Partnership, which seeks to drive best practice in managing dust in the construction industry. Our assurances from HS2 hold them to higher standards than our planning policies for using the least polluting heavy goods vehicles to bring materials into the borough.
- We introduced an additional charge for cars using diesel to our resident parking permits, and from 2018 we will be introducing similar additional charges for diesel vehicles using our pay-and-display bays. In 2016 we committed to stop buying diesel vehicles for our own fleet.

## Celebrating our shared and vibrant culture

- We are continuing to support and develop the personalisation of social care services. This includes supporting initiatives such as Ageing Better in Camden, which helps residents to build on their strengths, and on what they can do for themselves with friends and family to address social isolation, rather than starting with a focus solely on needs.

### Key data

---

- **The council's carbon monoxide emissions are now 26% below the 2010 baseline year (this also means annual energy cost savings in the region of £1.3 million), and borough-wide emissions are now 31% below the 2005 baseline year. We have less influence and control over borough-wide emissions but analysis suggests that Camden will be close to the Camden Plan's 40% borough-wide target by 2020.**
  - **Camden has one of the highest rates of adult participation in physical activity and it has grown significantly since 2012. Over 20,000 more people exercise at least once per week (a 9% increase between 2011/12 and 2015/16).**
  - **Our focus on resilience has helped to increase the percentage of people volunteering regularly, 50% in 2016 compared to 42% in 2012.**
-

## The Camden Plan objective five Delivering value for money services by getting it 'right first time'

### Headline achievements

---

#### Systems thinking reviews and 'right first time'

- We are improving the way that we work to ensure that we develop services around the needs of residents. We have ensured value for money, alongside improving satisfaction rates – over 94% of residents rating our repairs service 'good' or 'excellent'. Further innovations to the Housing Officer role as part of the Landlord Review will empower staff whilst providing holistic support for our tenants.

#### Council tax reduction scheme

- We are committed to making council tax fairer as households continue to feel the squeeze on their budgets. We invested in our council tax reduction scheme to extend the support available to low income households in paying council tax – reducing the bill for more than 22,000 low-income households, of which 16,500 are exempt from paying any council tax. We have also introduced a new exemption from council tax for Camden's care leavers until the age of 25. Foster carers in Camden are also exempt from paying council tax.

#### Medium term financial strategy (MTFS) and outcomes approach

- Taking an outcomes-focused approach and ensuring we are as efficient as possible as an organisation is central to our financial strategy. The council agreed the MTFS back in 2014/15, which agreed to deliver £78 million savings by 2018/19. £49.2 million of the total savings target has been achieved to date.
- We are embarking on a further round of ambitious outcomes-based budgeting, seeking to reduce spend in areas that could be stopped or are not delivering positive outcomes, and investing as much as we can in what makes a difference.

#### Different ways of doing things

- Considering different ways of doing things and structuring our services to protect delivery in the long term has been key. We have continued to identify commercial opportunities such as Camden Learning and Camden Living – both ways for the local authority to step into the market to improve it for residents.
- We have also shared services where possible to increase our access to expertise and talent, but also to make savings through scale, and have engaged with businesses and partners to galvanise action and resource around issues. This includes the Young Camden Foundation – a cross-sector partnership bringing together the voluntary and community sector, businesses, funders and the public sector to improve opportunities for young people. In June 2017 the Foundation announced the first round of grants, bringing together funds from a range of sectors, to kick-start innovative projects run with and for young people in Camden.

## Camden Account

- The Camden Account provides more residents with access to information and services at their convenience, freeing our front line staff to engage with residents who need direct support. Our Digital Council of the Year 2017 award recognised this and other aspects of our innovative approach.
- Over 100,000 residents have now signed up and are using the Camden Account's features. In the last 12 months, 21,215 transactions for residents' permits were made via the Camden Account, which equates to 85% of all parking permit transactions.

## Camden repairs

- Overall customer satisfaction with the Repairs Right First Time service in 2016/17 was high with 86% of respondents rating their repairs service experience positively (over 5,500 respondents), and only 5% of respondents rating their repairs experience negatively.

## Making Every Contact Count

- We have provided training to over 900 staff across Camden and Islington to use the conversations they're already having with residents to deliver basic advice and effective signposting to services. We are giving staff the confidence and skills to raise issues and get people the help and support they need. We have expanded the training to our voluntary and community sector partners, and are working with our health partners including local GPs and others within the NHS.

## UNISON Ethical Care Charter

- We have signed up to the UNISON Ethical Care Charter because we recognise the crucial link between the quality of care and ways that we reward and empower our staff. We are committed to paying the London Living Wage and providing training and other benefits to reduce turnover and ensure that our staff feel valued and able to commit the energy and care to their roles that they wish to.

## Digital inclusivity

- We have pioneered innovative new technologies through use of the council's assets and digital kiosks, and have secured significantly higher speed connections in the borough, including tackling 'not-spots' in the business district in Holborn as a result of successful lobbying with the business community.
- We have generated income of over £790,000 for the Housing Revenue Account whilst simultaneously improving mobile network connectivity and mobile broadband capacity. 2018 will see the launch of a Tenants and Residents Associations (TRA) Connections programme to provide connectivity in common rooms across our Housing Estates, and equipment and training courses to promote digital inclusion.

## Key data

- 
- **Our 2016 staff survey showed an increase in staff engagement since the previous survey in 2014, and that Camden was above the public sector benchmark. Camden also saw increases in staff telling us they had opportunities for personal growth (59% – increase of 3% since the 2014 survey).**
- 
- **Customer satisfaction with Contact Camden is now consistently at or above 90%.**
-

