

Our **Camden** **Plan**

Our Camden Plan is the council's response to the Camden 2025 vision.

This is our plan for how we as an organisation will play our part to achieve the ambitions set out in Camden 2025.

It reaffirms our values and ambitions, and shows how we will work with our communities to take forward our shared priorities over the next four years, between 2018 and 2022.



We will work with
our communities
to take forward our
shared priorities

Creating our vision

To develop a long-term vision for the borough, we worked with Camden's residents, community organisations, businesses and other partners.

We invited everyone who lives, works and studies in the borough to tell us what Camden as a place should be like in 2025, to anticipate future challenges, and to consider new and innovative ways to tackle some of our most difficult problems.

The result is a vision for the future that is deeply rooted in the values of the people of Camden and builds strongly on the ambitions of the first Camden Plan, 2012 to 2017.

At the very heart of the Camden 2025 vision there is a common cause: we want to make Camden a better borough – a place where

everyone has a chance to succeed and where nobody gets left behind.

Together, we will create a place that works for everyone, and where everybody has a voice.

This means working together to make sure that Camden stays an amazing place in which to live, work and grow up, and where everyone can lead happy, healthy and fulfilling lives.

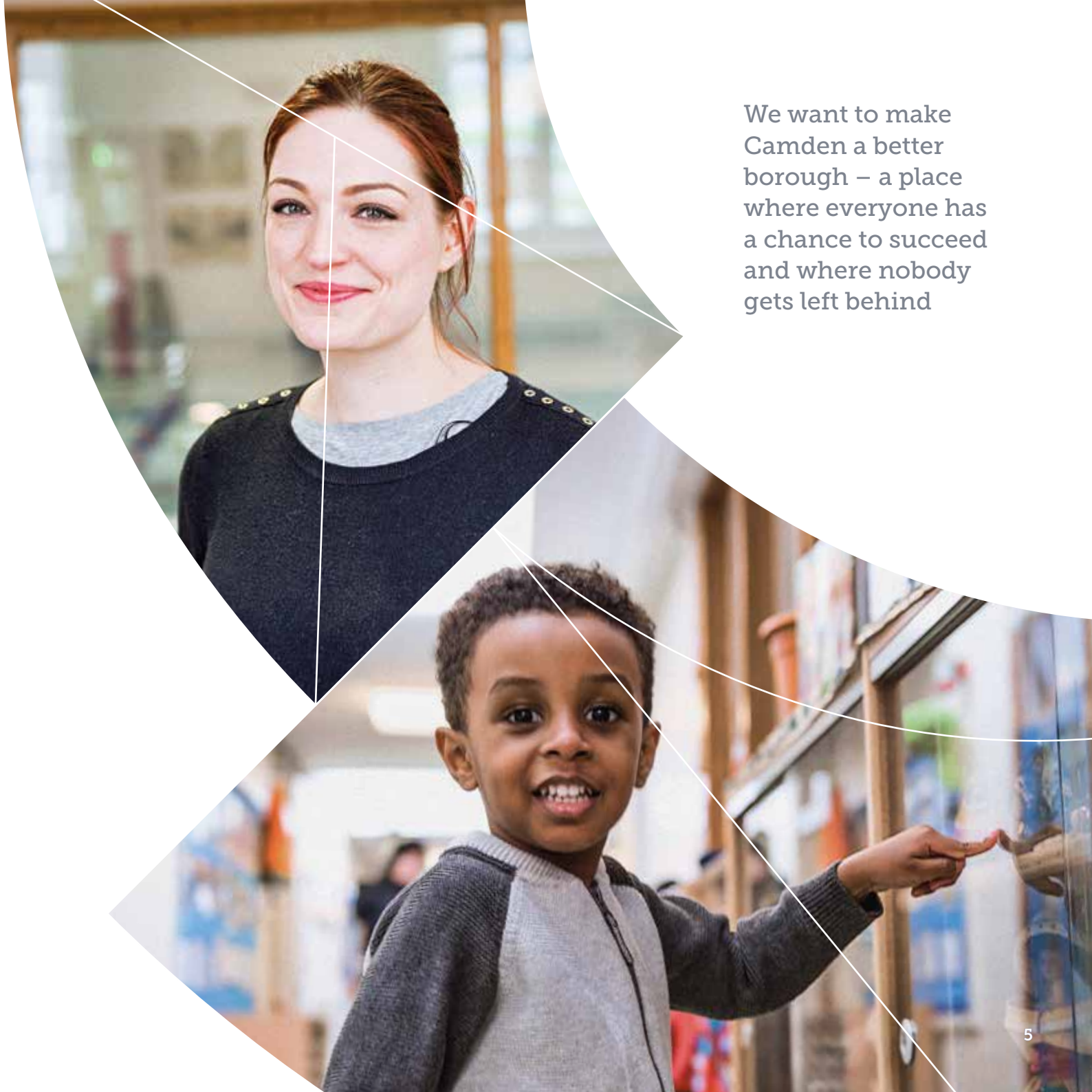
Far too many people are still getting left behind. Too many people's lives are blighted by poor housing conditions, child poverty,

and domestic violence and abuse. The transition from home and school into work is still too challenging for many of our young people to navigate.

Addressing these issues and reducing inequality provides us as a council with our core purpose. To do this we need to harness all our efforts and resources to focus on prevention.

We will fight inequality and the barriers it creates by working with individuals, families and communities to open up the opportunities they need to get on in life.

We want to make Camden a better borough – a place where everyone has a chance to succeed and where nobody gets left behind





The previous Camden Plan was bold and ambitious, and we have achieved a lot. We have done this at a time of unprecedented reductions in our budget. By 2019, the council will have delivered £169 million of budget reductions since 2010/2011 and our funding for services from central government will have reduced by 49%.

Some of the achievements that we can be most proud of include:

- Our work to reduce the number of children in care while always ensuring children are safe
- Reducing the number of families living in overcrowded accommodation through changes to our housing allocation policies
- Reducing the number of young people entering the criminal justice system by intervening early
- Our strategic leadership on HS2, fighting hard and getting the best possible outcome for our citizens
- Building new council homes ourselves and investing in our schools through our Community Investment Programme.

To find out more visit
camden.gov.uk/camdenplan

Our focus over the next four years – 2018 to 2022

We believe in public services and we are proud of the services that we provide.

We will continue to deliver for our communities, never shying away from providing help to those who need it. If we are best placed to deliver services and lead work ourselves, we will.

We know we need to work differently because the council can't do it all. We are predicting further cuts to our budget from central government as we face rising pressure on our services.

We will continue to have an important leadership role, underpinned by the democratic mandate of our elected councillors. In the future, our efforts will more often be a shared endeavour involving local people.

This plan reflects what the council is going to do in the next four years, from 2018 to 2022, as part of our contribution to making Camden a better borough.

To achieve this we will need to:

- Open up the council so all citizens can have a say
- Bring people and agencies together to get things done
- Deliver all our services well, time after time
- Be honest about what we can't do and when we get things wrong
- Help to make Camden a home of innovation and creativity, where we learn together, and trial new ideas to tackle inequality and long-standing problems
- Campaign in London and nationally to make the case for change on issues that are outside of our direct control
- Respond to a challenging financial outlook where there will be less money by investing our resources where they will make the biggest difference.

The council will respond strongly to the ambitions and calls to action set out in Camden 2025.

The themes that have emerged from engagement are ones that everyone who works for Camden can rally and take pride



in working towards. What citizens have said strongly reflects what staff have told us should be the council's priorities.

Under each theme we have set out at a high level what we will do and how we will do it, focusing on the next four years.

Throughout these commitments, we will:

- Retain a very strong belief that it is better and less expensive to prevent problems and intervene early – this is a key principle for us
- Work tirelessly to give young people the best start in life, from the first years of life to the point where they move into work, training or higher education
- Work with citizens and partners to build on the strengths of local people and grow the capability of communities to achieve their ambitions.

Our approach of intervening early and helping people develop what they need to thrive is at the core of how we work, and how we will work together with partners.



We will focus on building communities that are mixed, with well-designed homes and infrastructure

Homes and housing

We will build as many genuinely affordable homes as we can as quickly as we can, and help others (including housing associations and developers) to do so as well. We will build more affordable homes than we have done in a generation.

We will make sure that everyone has a sustainable roof over their head or is on a pathway to achieving this, minimising homelessness and rough sleeping.

We will strive to make homes in Camden safe, well-managed and well-maintained, and make sure that people's homes meet their needs. We will do everything we can to reduce the number of households living in unsuitable accommodation. We will play an active role in shaping a private rented sector that works.

We will do all we can to help young people who have grown up here, or who have strong connections to the borough, to gain a foothold in Camden and build their adult lives here.

We will support people living in our homes to live fulfilling, connected and healthy lives, tackling social isolation and unemployment head on. We will focus our offer around what tenants need and make it easier to get this support, treating everyone as an individual.

We will focus on building communities that are mixed, with well-designed homes and infrastructure that encourage integration, cohesion and active lifestyles.

Strong growth and access to jobs

We will help to make Camden the best place in London to do business and to work, working with the business community to deliver genuinely inclusive growth that benefits everyone.

We will make sure the council is joined up in a way that businesses can easily engage with us as a single organisation.

We will help to prepare young people to be successful in their working lives. Every child should be able to access the pathway that is right for them, whether academic or vocational, and every part of the education system should work together on this.

We will drive forward the recommendations of the STEAM (Science, Technology, Engineering, Arts and Maths) Commission,

and support young people in Camden to gain the skills they need to access 21st century jobs. We will create the conditions for jobs to grow in the life sciences, digital, data and creative sectors, and ensure clear pathways into these jobs for local people.

We will focus our efforts on helping those furthest from the labour market into rewarding work.

Every child should be able to access the pathway that is right for them, whether academic or vocational



We will recognise the needs of the full range of employees and businesses



The redevelopment of Euston is critically important for Camden and London. We will develop ambitious plans for the area, maximising the potential to develop new housing, jobs and other opportunities. We will ensure local people reap the full benefits of the redevelopment and that the government's commitments on HS2 are kept too.

We will help to deliver projects that will transform the borough's transport infrastructure, from Crossrail 2 to the West End Project, and the development of a network of high-quality cycle routes across the borough.

We will increase the number of affordable workspaces in the borough, supporting small businesses to gain a foothold here and to grow. We will use all our levers as a planning authority, and through our Community Investment Programme, to deliver high-quality flexible workspaces that can respond to our growth sectors and changing patterns of employment.

We will work to preserve a dynamic evening and night-time economy, recognising this as one of the things that makes Camden special. We will seek to balance the needs of visitors and businesses with those of local people who may have been negatively impacted. In this, we will recognise the needs of the full range of employees and businesses that work at night.

Safe, strong and open communities

Safeguarding children and adults will continue to be an absolute priority for us as a council. Protecting the most vulnerable in our society is our shared responsibility, and while we will always intervene when this is needed, we will find ways to support people to keep themselves and each other safe.


We will ensure young people are well-prepared for adult life, investing in education and learning from the early years onwards, so that young people have the knowledge, resilience and relationships they need to succeed.

We will work to protect Camden's family of schools and our shared vision of a collaborative local comprehensive education

system. We will celebrate the ethos of Camden education, rooted in our communities and seeking to help all our young people to achieve academic excellence and grow up to be active and engaged citizens. Camden Learning will be the key way we take forward this work in partnership with the borough's schools.

We will work to preserve and enhance a culture of lifelong learning. This means working with our colleges, employers, universities and the voluntary sector to support citizens to develop skills and knowledge to access work and opportunities, but also to continue to enrich their lives and foster individual wellbeing. Our network of libraries will play a vital part in this.





We will work to build a borough where different communities have opportunities to come together

We will create a borough that supports people to age well and live independently for as long as possible. We are passionate about developing services that reflect how people live now, focusing on their strengths and potential, not just the barriers they face, so they can live full, active lives in their local communities. At the same time, we will continue to support those with the most complex needs. We will prioritise protecting people from harm, and supporting people living with disabilities to be in control of their own lives. The Centre for Independent Living will exemplify this approach.

We will deliver the highest level of safety in our housing stock. Our focus on safety improvement will be taken forward together with tenants and leaseholders.

We will renew our fight to reduce domestic violence and abuse and its impacts. We will focus on identifying early signs of abuse and supporting victims at the earliest possible point.

We will do everything we can to reduce crime and keep our citizens safe, focusing on crimes that cause the most harm, such as serious youth violence. We will play a leadership role in focusing partners and the community on reducing crime and antisocial behaviour.

We will confront hatred and radicalisation in whatever form it takes. We will take on inequality and discrimination. This includes creating the space in our communities for dialogue that increases understanding and tolerance, particularly during times of increased community tension.

We will work with our partners in the voluntary sector to build a resilient and independent sector, and we will support social action. We will continue to respect the sector's knowledge and insight, and work with them to deliver outcomes with citizens.

A cohesive and integrated borough is central to the values of Camden as a place. We will work to build a borough where different communities have opportunities to come together and celebrate diversity and shared values.

We want everyone to have access to Camden's cultural and heritage assets, and to have the opportunity to contribute to and enrich the borough's cultural life.

Clean, vibrant and sustainable places

We will use all the resources at our disposal to play our part in improving air quality, one of London's biggest challenges.

We will do what we can to reduce carbon emissions in the borough, lowering emissions from our own estate and operations, and working with others to make a powerful alliance for carbon reduction.

We will decrease the amount of waste produced in the borough by providing the infrastructure, information and incentives for people and businesses to reduce their waste, and recycle as much as possible of the waste they do produce.

We will make sure that green spaces, streets, housing estates and other public spaces are clean, attractive and safe, and that residents, visitors and businesses are actively involved in contributing to this.

We will make it easier for people to travel more by foot or by bike.

We will make sure that public spaces are clean, attractive and safe



We will focus on intervening early and doing what we can to prevent long-term conditions arising that impact on people's quality of life later on

Healthy, independent lives

We will put health and wellbeing at the forefront of all that we do. We will promote good health and make it part of how we deliver services. We will create environments across the borough that make it easier to make healthy choices and take part in physical activity, such as walking and cycling.

We will confront the poorer health outcomes that exist among residents in social housing, using our relationship with our tenants to develop new community-based interventions.

We will increase the number of people with health conditions moving into sustainable, good quality employment, leading the way while working with partners and businesses.

We will reduce the prevalence of mental ill health in the borough, fighting against the root causes, such as social isolation, and tackling the stigma that exists towards mental illness in public attitudes. Working with health partners, we will support people to look after and improve their mental health, enabling them to live well and independently.

We will focus on intervening early and doing what we can to prevent long-term conditions arising that impact on people's quality of life later on. Our focus is on quality of life as well as how long people might live. In this, we will continue to recognise that the early years of life are a critical point where attitudes and behaviours are formed.

What this means for us as an organisation

We want our staff to share our level of ambition and hold our values, as our staff will be key to delivering Our Camden Plan.

These values mean we will make sure we put citizens at the heart of everything the organisation does and make sure that we focus on addressing the inequalities that can hold people back.

Our Camden Plan for 2018 to 2022 builds on the previous plan, with plenty of continuity. As an organisation we're on the right track, but we can't be complacent. We must continue to develop and improve, which includes adapting to changing and new expectations.

Our focus will be on:

Designing services focused on residents

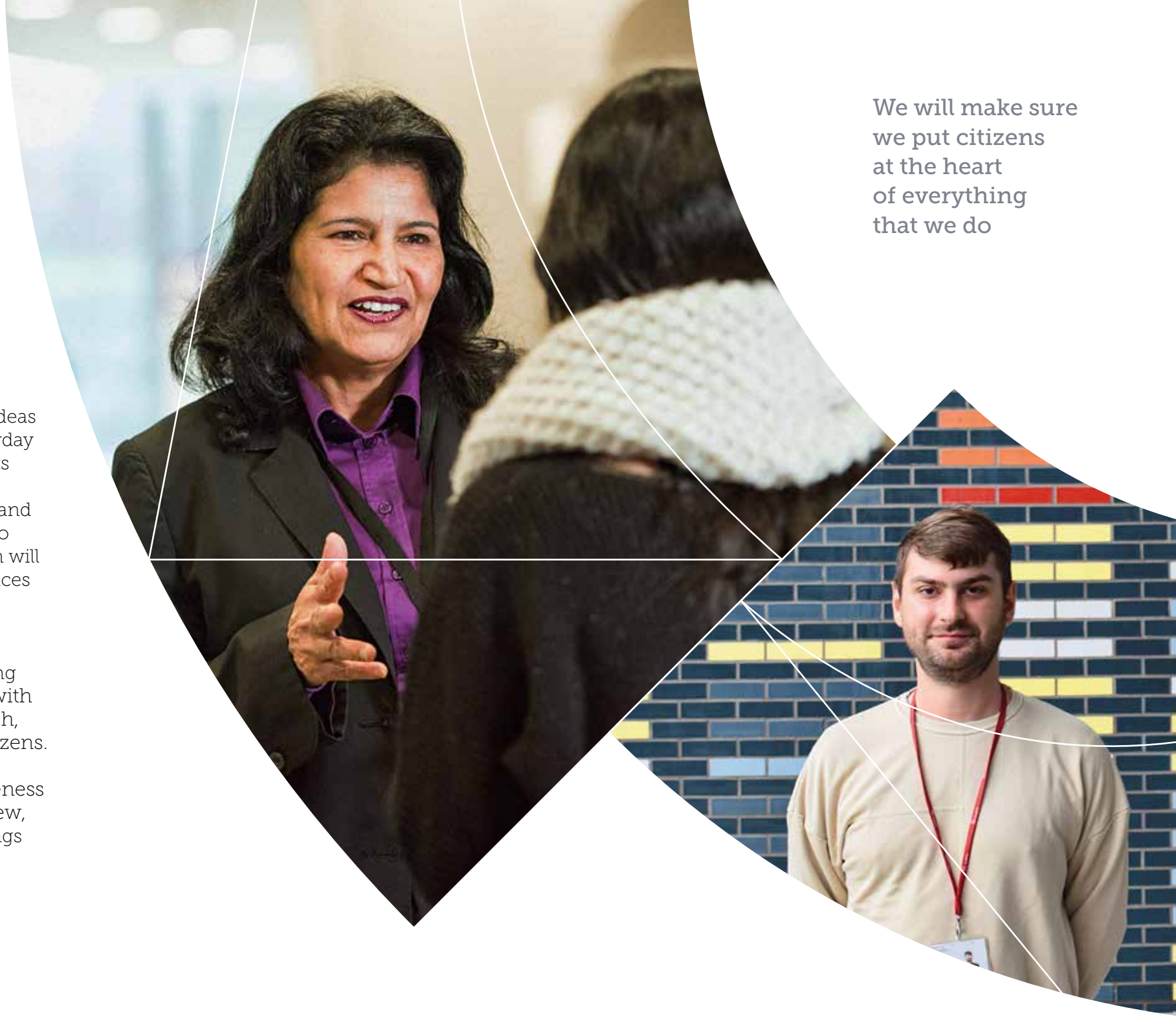
As part of our commitment to continuous improvement, we have been redesigning some of our services to make sure residents are at the heart of everything that we do. We are also tapping into the expertise of colleagues who deliver those services – the people who know what works and what gets in the way.

We will encourage staff to put forward ideas and raise concerns as part of their everyday work, and go further by making sure this is our standard approach to designing services, and responding to challenges and opportunities. We will involve those who use our services in our approach, which will enable us to make decisions about services with a full understanding of what our service users need.

We have learnt that this will mean joining up our efforts across the council and with partners. Where it is the right approach, we will deliver these services with citizens.

We also have to measure the effectiveness of our work from a citizen point of view, and avoid focusing on measuring things that send us down the wrong track.

We will make sure we put citizens at the heart of everything that we do



Continuous learning and improvement

We are passionate about always wanting to improve. This means that as an organisation we need to learn and adapt continuously, learning when things go wrong and acting quickly. We won't be afraid to try out and experiment with new approaches and ideas, while using the best information and evidence we have.

We also need our staff to learn and develop, as well as have a strong sense of pride in their work and a focus on excellence. We will make sure that we invest in developing the skills and abilities our staff need, including those needed to work differently and more effectively with citizens. We know that small improvements can make a big difference to people's everyday lives and we will empower our colleagues who are delivering services to take action where and when it is needed.

Innovating to tackle long-standing problems

Many citizens are held back by problems and challenges that have been around for too long. We need to continue to innovate to respond to these long-standing problems, focusing on tackling the root causes and not just the symptoms. This is challenging, but Camden is a dynamic and innovative place.

We want to work with the unique and diverse talent across the borough, including with our colleagues and citizens, to develop new solutions. We know that often innovation means trying new things out on a small scale

first, and recognising that sometimes what we try won't always work out.

A digital council

We will continue our digital transformation journey, so that Camden benefits from the opportunities that modern digital developments bring. Crucially, this means improving how we use data and information, so we can join up our services and make it easier for our citizens. We will be open and transparent, and use our data to inform our decisions and services. We will radically improve our website and online services, so that accessing services is easier, and becomes a more personalised, joined-up experience.

Strong financial management

We will need to continue to live within our means, bearing in mind there is increasing demand for services and reducing income from central government. Our current outcome-based financial strategy has enabled us to protect the activities and services that most contribute to the achievement of our outcomes, and which residents value most. Despite this strong approach to managing our finances, a new deficit is expected to open up after 2018/19 as funding continues to be cut and costs increase.

We will plan ahead carefully, taking a long-term view and investing in services and activities that have clear results and real impact. We will reduce waste, in particular through our new approach to designing services, and work

as efficiently as we can. We will make financial decisions, including savings when we need to, based on the best possible evidence.

Agile and flexible

We will continue our development as an agile council, where flexible working brings benefits for staff and for our work. We prize collaborative approaches and working across traditional boundaries. The pace of change we will experience in the next few years will continue to be significant. It will be important for us to respond quickly and adapt to changing circumstances, to make sure we check we are doing the right things in the right way.

Being proud to work here

We want Camden Council to be a great place to work that champions equality, including a commitment to initiatives like the London Living Wage, which help make our community a fairer place. A vital part of this is ensuring we are a truly inclusive organisation that encourages diversity in all respects, including diversity of thinking. By doing this, we will ensure we continue to represent our communities to the best of our ability and deliver our ambitions for Camden.

To find out more visit
camden.gov.uk/camden2025

