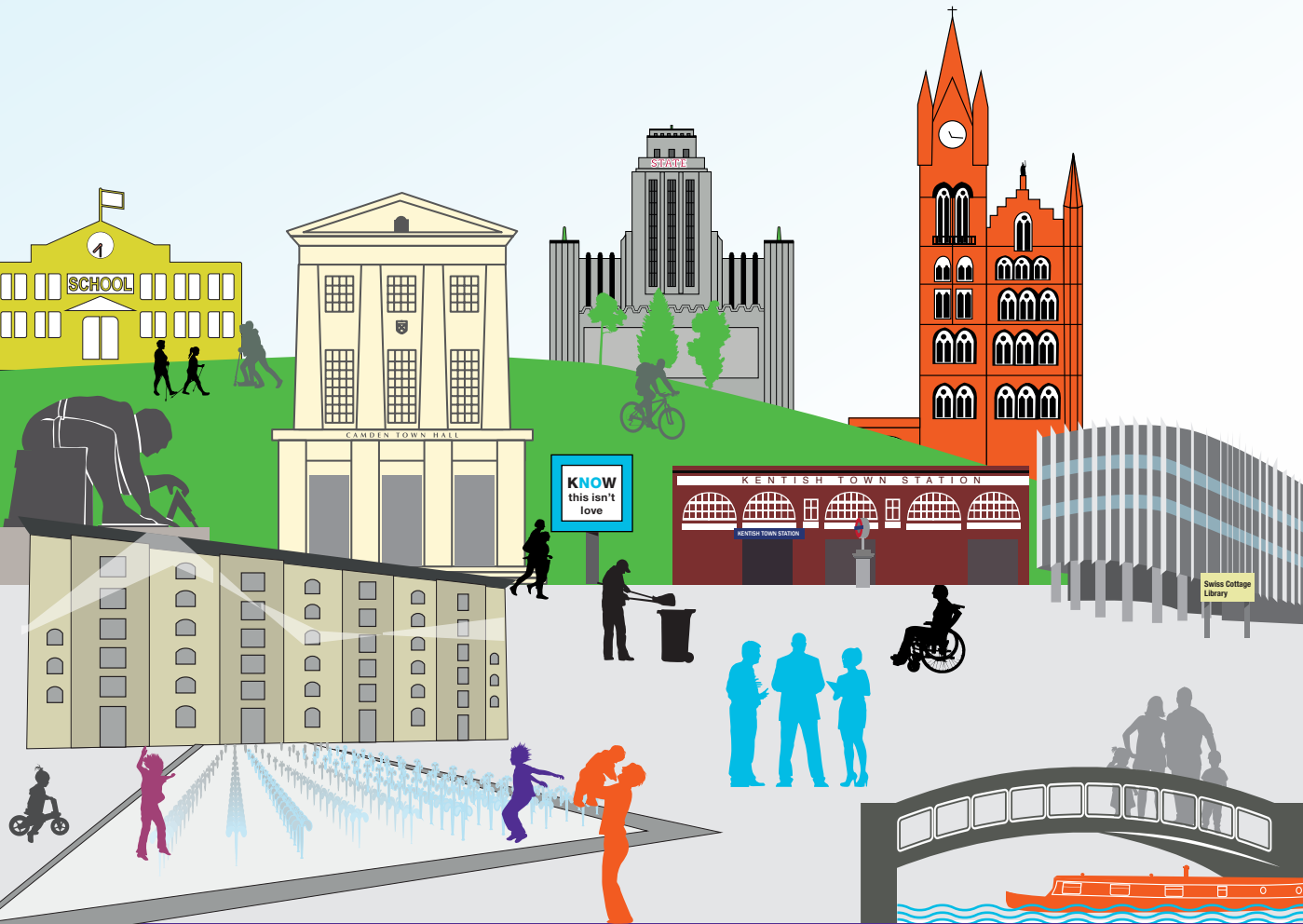


The Camden Plan three years on

2015



The Camden Plan: three years on



Cllr Sarah Hayward, Leader of the Council

The scale of the challenges this borough has faced in the last three years is incredible, yet we have still managed to

achieve real and lasting improvements for our residents. This makes me extremely proud.

Despite suffering one of the biggest cuts to funding in the country, the threat of High Speed Two (HS2) running through our communities, and now a list of welfare and housing policies which potentially put at risk the social mix of Camden's communities, we are standing by our residents and helping them to be resilient.

We are now three years into our [Camden Plan](#), making this a good point to reflect, take stock and determine whether the priorities we set in 2012 remain the right ones in light of all that is changing around us.

When we first launched the Plan, we knew that we could do more to make the borough a better place to live, despite the cuts. We were determined to take an evidence-based approach, involve our residents every step of the way and spend smarter, making every pound go as far as possible.

Looking back over the last three years, it's clear that we are making significant in-roads. We are making progress tackling inequality by focusing our efforts on where our limited resources can make the most difference

through improvements to housing, health and employment. The combination of one of the largest housing programmes in London, the best primary schools in the country, and more investment into community facilities than this borough has ever seen, means that our money is making a real difference by creating jobs, building homes and reducing child poverty.

But, despite these achievements, we still face an uncertain future. The Government's spending review, to be published in November, will be a crucial moment for Camden and we do not want to see further funding cuts impact on the lives of local people. In [our response](#), we have urged The Government to rethink planned cuts and to give local authorities more power to deliver local services in the best interests of the people who elected us.

Through delivery of the Camden Plan objectives, the Council will fight for the issues we know local people care about most such as affordable housing, local policing and good health services.

We will continue to argue that there is an alternative to simply passing on government cuts and to be ambitious and innovative in the way we use our scarce resources.

In doing this we aim to protect our diverse communities, maintain a decent place to live and work, and help our residents to be as resilient as possible despite what the future brings.

A handwritten signature in black ink, appearing to read 'Sarah Hayward'.

Introduction

In June 2012, we launched the Camden Plan. It is an ambitious plan for how we want to make Camden a better borough, despite a challenging financial climate.

The Camden Plan set out five strategic objectives. These are:

1. Providing democratic and strategic leadership fit for changing times.
2. Developing new solutions with partners to reduce inequality.
3. Creating conditions for and harnessing the benefits of economic growth.
4. Investing in our communities to ensure sustainable neighbourhoods.
5. 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 and improving health and wellbeing.

In autumn 2013, we published [a Camden Plan update](#), which demonstrated the progress that had been made after just one year of working to the objectives.

Now, this document sets out how far we've come over the last three years. It serves as a 'stocktake' of progress, so you can see what we've done so far and what we plan to do over the remaining years of the plan. We also outline the measures which will help you decide whether we are living up to our ambitions.

Not all our services are mentioned in this document. It is not an exhaustive list of all achievements but seeks to highlight key areas where we feel there has been significant progress towards our objectives, and where more work needs to be done.

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

Progress to date

Since we first introduced the Camden Plan three years ago, we have worked with residents to focus on what really makes a difference. We've taken the findings of the [Equality Taskforce](#) and used these to work towards meeting our overall objectives.

In the pages that follow we describe what we are aiming for, what we've done so far and what we intend to do next.

For the purpose of this document, we have briefly summarised our objectives – but further details can be found in the [Camden Plan](#) itself.

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Objective one

Providing democratic and strategic leadership fit for changing times



We said we would:

Get closer to our **communities** and support them to be self-sustaining through times of change.

Influence national and London government to get the best possible results for Camden.

Work with partners to unlock the borough's collective resources **for the benefit of all.**

What we've done:

Led the way by becoming the country's first **Timewise Council** in March 2014. We are championing flexible and part-time working in our communities and are encouraging other employers to join us.

Secured £41 million of partnership investment to improve the Tottenham Court Road areas through the **West End Project**.

Won concessions from government on the High Speed Two (HS2) rail line. For example the decision of HS2 to abandon the rail link between HS1 and HS2 which would have had a significant negative impact on Camden.

Demonstrated strategic leadership by agreeing a robust financial strategy that focuses on delivering Camden Plan outcomes. By the end of financial year 2015/16 we will have saved £123 million.

Issued a **robust response** to The Government's Spending Review consultation. We called for a re-think of cuts to local authority budgets, and for alternative models to be produced such as our Community Investment Programme.

Increased the percentage of residents who think we **act on their concerns**.

- o **60%** of people in October 2012 thought we acted on their concerns. In July 2015 it was **66%**, with the national average being 64%.¹

Next we will:

Continue influencing government on **HS2** and secure agreements that will mitigate the impacts on residents, businesses, and schools.

Continue **calling on government for more power for local authorities** so we can meet our ambitions, such as our instrumental work on a local hotel levy and our call for employment support services and skills to be devolved to local authorities.

Make strong representations to the Government to try and lessen the impact of national housing policy change.

Work with the Greater London Authority and London Councils to help **address the housing crisis in London**.

Support our communities by delivering on our long term deal for the voluntary and community sector.

Get closer to, and support our communities, by building on initiatives such as our nurse-led homecare and support in doctors' surgeries for older people.

Objective two

Developing new solutions with partners to reduce inequality



We said we would:

Explore new solutions with our partners to make a positive difference to people's lives.

What we've done:

- Worked with partners to:
 - Support more mothers into work through projects such as **Women Like Us** and Camden Parents First. These have helped more than 250 woman clients of Women Like Us are on average £108 better off per week, rising to £197 per week for those in full time work.
 - Introduce the **London Living Wage** for Council staff and had major successes in achieving it for our contractors, such as school dinner staff.
 - Helped to reduce alcohol-related hospital admissions. These are down from **823** admissions per 100,000 population in 2010/11 to **651** per 100,000 in 2012/13.

Made a positive difference by reducing the number of families housed in temporary accommodation by 20% since 2012.

Ran an Equality Taskforce, bringing together key voices, to look at where inequality exists in Camden and how this can be addressed. This made six key recommendations, allowing us to focus our efforts in these areas.

Worked in partnership with residents to give them the opportunity to share their views and ideas on how we can build a better Camden, while dealing with our financial challenge. Nearly 2,500 responded.

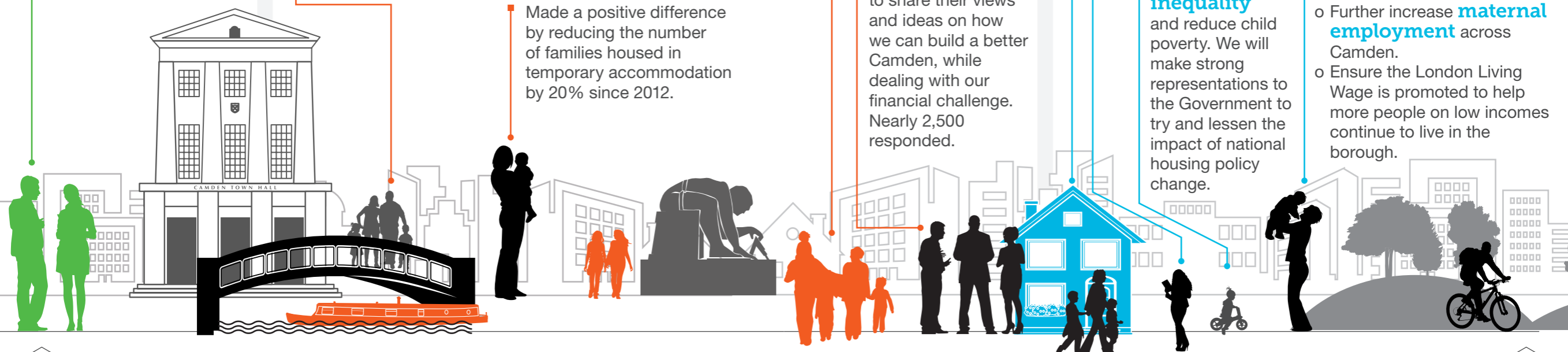
Next we will:

Introduce a **landlord licensing scheme** in December 2015 to push up standards for private rental accommodation.

Increase prioritisation of support to those **most in need**. For example, we are considering how youth services could be changed to ensure support is targeted to the most vulnerable.

Focus on **housing** as a key lever to tackle **inequality** and reduce child poverty. We will make strong representations to the Government to try and lessen the impact of national housing policy change.

- Work with partners to:
 - Increase our focus on **supporting our children, young people and families to be more resilient**. This means we will support families early enough to prevent problems getting worse.
 - Focus on improving mental health in the borough through the new Healthy Minds Fund to help prevent mental ill health before it starts.
 - Further increase **maternal employment** across Camden.
 - Ensure the London Living Wage is promoted to help more people on low incomes continue to live in the borough.



Objective three

Creating conditions for and harnessing the benefits of economic growth



We said we would:

Bridge the gap between the employment opportunities available in Camden and the increasing levels of unemployment, particularly amongst young people.

Do all we can to continue to **attract businesses, jobs and investment** to the borough.

Work with the business and education sectors to help ensure residents are in the best position possible to gain employment.

What we've done:

Worked with the business sector to attract businesses, jobs and investment to the borough. We set up the Camden Business Board, through which we've worked with developers to create **700** apprenticeship and work experience opportunities.

Supported the establishment of a **Business Improvement District** in Fitzrovia.

- Helped address unemployment levels amongst the young by:
 - o Delivering the successful 100 in 100 campaign, securing **122 pledges** from employers to take on an apprentice.
 - o Preparing young people for the workplace through a work experience programme. Over **1000** local schoolchildren took part.
 - o Focusing young minds on the world of work through ground-breaking primary careers conferences.
 - o Developing an award-winning apprenticeships scheme.

Worked with the education sector to increase educational attainment. Our results in primary education are a real and ongoing success and GCSE results remain consistently above the national average.

Established a programme that has created **flexible work opportunities** for local people to do community research, engagement and consultation in their areas.

Next we will:

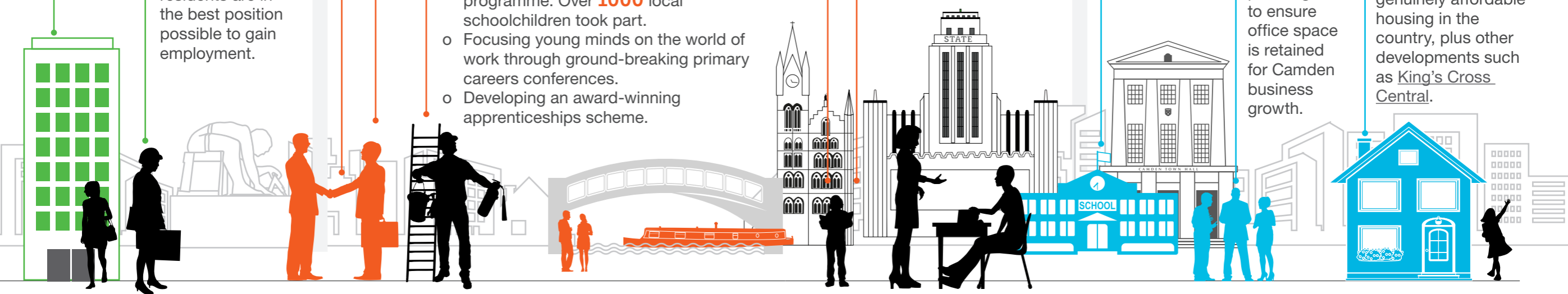
Continue with our commitment to have the **best schools** but reshape our approach to support through initiatives such as the Camden schools-led partnership.

Support the establishment of further **Business Improvement Districts** in Hampstead and Hatton Garden.

Campaign for skills and employment services to be brought under local control.

Work to promote Camden business space after we secured an exemption against government planning rules to ensure office space is retained for Camden business growth.

Provide **new employment and training opportunities**, such as apprenticeships in construction skills, through our Community Investment Programme, which has seen the Council become one of the biggest builders of genuinely affordable housing in the country, plus other developments such as King's Cross Central.



Objective four

Investing in our communities to ensure sustainable neighbourhoods



We said we would:

- Empower local communities to ensure they can support themselves on a long term basis.
- Invest in both the physical (such as schools and homes) and the social (such as the voluntary sector and community safety) to **make Camden a better place to live.**

What we've done:

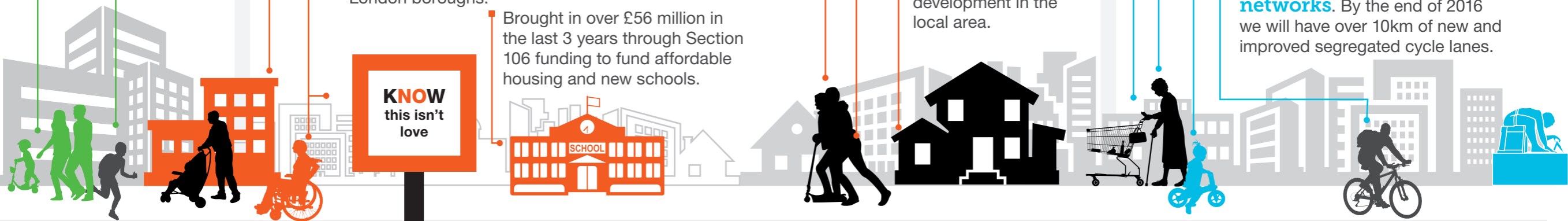
- Invested in our **Community Investment Programme (CIP)**: a 15 year plan to invest money in schools, homes and community facilities.
 - New community facilities such as a new school, adult learning centre and council homes opened at Netley.
 - We are now one of the biggest builders of genuinely affordable housing in the country.
 - CIP has delivered £22million of investment over the last year in 17 schools and made improvements to almost 3000 homes.
- Invested in social resources, such as:
 - A range of new supported living schemes** for older and disabled people, so they can continue to live in the borough.
 - Campaigns to help lower instances of domestic violence.** We ran an award-winning campaign in 2014 and worked with victims at the highest risk of harm, leading to people feeling safer in over 90% of cases.
 - Sports and leisure schemes. We now have the second highest participation rates of the 7 inner London boroughs.
- Brought in over £56 million in the last 3 years through Section 106 funding to fund affordable housing and new schools.



- Helped to make Camden **a safer place to live**, with crime falling. Total notifiable offences³ are down by 20% from 2011/12 to 2014/15.
- Through the £41million **West End Project**, we will make an extra 15 streets two-way for cycling.
- Secured £9 million of investment to make cycling improvements.
 - Adopted Fortune Green and West Hampstead Neighbourhood Plan: the first in Camden and second in London. This will help guide development in the local area.

Next we will:

- Deliver more than 9,000 square metres of community floor space and continue to work towards our long term target of delivering 6000 new homes through CIP and other programs.
- Assess the impact of the Government's housing proposals on our Community Investment Programme and decide what changes, if any, will be made to the programme.
 - Further **reduce risk of harm to the vulnerable**, particularly domestic violence and protecting children from sexual exploitation.
 - Continue to focus on helping people regain the ability to look after themselves following illness or injury.
 - Maintain our stance on calling for the Ultra Low Emission Zone to be extended to Euston Road, as part of our commitment to **improve air quality.**
 - Continue to **improve cycle networks.** By the end of 2016 we will have over 10km of new and improved segregated cycle lanes.



³ Total Notifiable Offences (TNO) is a count of all offences which are statutorily notifiable to the Home Office

Objective five

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



We said we would:

Make sure that services we provide are of a **high standard and value for money**, so everyone is satisfied and those that need support get it.

Improve customer service even while continuing to reduce costs.

Deliver services that are 'right first time' so fewer resources are required to resolve the problems arising from getting it wrong.

What we've done:

Improved value for money. By the end of financial year 2015/16 we will have made £123 million of efficiency savings, while continuing to deliver quality.

Improved customer service:

- o Residents' satisfaction in council services is up from **67% to 76%** from October 2012 to March 2015.
- o Introduced a scheme where residents are able to make council payments at any post office, which has **benefited our most vulnerable customers.**
- o Introduced **free wi-fi** in the borough.
- o Updated our housing allocations process and made it easier for people to update their council housing application.
- o **90%** of residents rated our repairs service as good, very good, or excellent

Increased the proportion of residents who believe the Council delivers value for money from **46% at the end of 2012/13 to 55% at the end of 2013/14.**

Won a 'UK Digital City' prize in 2015.

We've **reduced the average cost of repairs**, and we received 22,000 fewer calls to our housing repairs telephone line last year – showing that we're getting more 'right first time'.

Next we will:

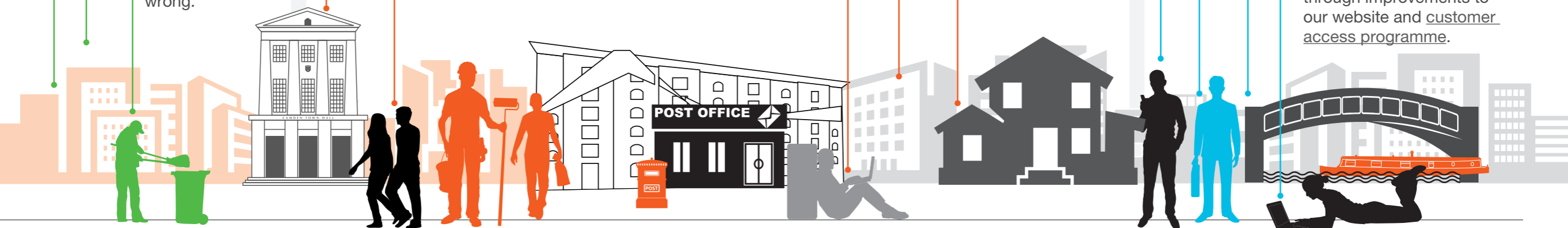
Maintain our focus on becoming a digital borough and **improve access to digital technology** in areas where it is most needed.

Look again at our finances after the Government makes its next budget announcement in November 2015, and make sure we're delivering services that are getting it 'right first time'.

Look at how we can raise income to reinvest in our communities. For example, through the introduction of a fixed rate levy on hotel stays

Extend access to free and community wi-fi in the borough.

Continue to improve access to services through improvements to our website and customer access programme.



Tracking our progress to 2018

We are committed to transparency and enabling you to hold us to account. Information about how we are getting on will be added and regularly updated online at camden.gov.uk/camdenplan

We would also love to hear from you if you have feedback, suggestions or ideas for how we can have the biggest impact.

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

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