

RESOURCES AND CORPORATE PERFORMANCE SCRUTINY COMMITTEE

TUESDAY, 12 NOVEMBER 2024 AT 6.30 PM
COMMITTEE ROOM 2, TOWN HALL, JUDD STREET, LONDON WC1H 9JE

Enquiries to: Ben Lynn, Committee Services
E-Mail: ben.lynn@camden.gov.uk
Telephone: 020 7974 5653 (Text phone prefix 18001)

MEMBERS

Councillor Linda Chung (Chair) (LD)
Councillors Rebecca Filer (L), Edmund Frondigoun (L), Liam Martin-Lane (L), Jenny Mulholland (L), Andrew Parkinson (C), Jonathan Simpson (L) and Robert Thompson (L)

SUBSTITUTE MEMBERS

Councillors Steve Adams (C), Ajok Athian (L), Nina De Ayala Parker (L), Julian Fulbrook (L), Lorna Greenwood (L), Matthew Kirk (LD), Izzy Lenga (L) and Nazma Rahman (L)

L = Labour, C = Conservative

Issued on: Monday, 4 November 2024

CAMDEN TOWN HALL FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, leave the building quickly and calmly by the nearest available exit. Do not stop to collect personal belongings. Fire exit doors are clearly marked and lead via the staircases to Judd Street or Euston Road.

Do not use the lifts. If you are a wheelchair user or have a mobility problem which prevents you from using the staircases, please proceed to the lift lobby area where you will be evacuated from the building.

Do not wait immediately outside the building – proceed to Bidborough Street (outside the Openreach building) and await further instructions.

MEETINGS IN CAMDEN

Agendas for public meetings are available in advance on the Council's website at www.camden.gov.uk. If you are interested in a particular item being considered at a meeting and you wish to speak (called making a deputation), please write to the Committee Officer listed on the front of the agenda. The deadline for deputation requests for this meeting is **5pm on Friday, 8 November 2024**. If your deputation request is accepted, the option to make your deputation remotely via Microsoft Teams will be available.

The Council is allowed to discuss some items in private, although this does not happen often – any such items will be discussed at the end of the meeting and you will be asked to leave at this point. Any members of the public joining the meeting remotely will also be asked to leave.

Members of the public have a right to film, record or photograph public meetings for reporting purposes. This does not apply to any of the Council's meetings which are private or not open to the public. Laws on public order offences and defamation still apply, and you should exercise your rights with responsibility. Please respect the views of others when reporting from a meeting. You may be asked to stop filming, photographing or recording a meeting if the Chair feels that the activity is disrupting the meeting.

This meeting will be webcast and can be watched live or viewed for twelve months afterwards at www.camden.gov.uk/webcast. If you are attending a meeting but do not wish to appear on the webcast you are advised to sit in the public gallery.

If you have any views or questions about meetings at Camden Council please call Committee Services on 020 7974 1915.

Gender inclusive minutes: Camden seeks to write the minutes of its committees in a way that does not misgender individuals. If you are contributing to the meeting and you wish to let us know what your pronouns are, please contact the Committee Officer named on the front of this agenda. Otherwise, we will use job titles, full names or neutral terminology. We will not assume gender.

WEBCASTING NOTICE

This meeting will be broadcast live by the Council via www.camden.gov.uk/webcast. The whole of the meeting will be filmed and recorded, except where there are confidential or exempt items, and the footage will be on the website for at least 12 months. A copy of it will also be retained in accordance with the Council's data retention policy.

If you make a representation to the meeting you will be deemed by the Council to have consented to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

The Council is obliged by law to allow members of the public to take photographs, film, audio-record, blog or tweet the proceedings at public meetings. The Council will only seek to prevent this should it be undertaken in a disruptive or otherwise inappropriate manner.

We have a privacy notice that explains our use of webcasting data which you can see at www.camden.gov.uk/webcast

If you have any queries regarding webcasting or the recording of meetings by the public, please contact the webcasting co-ordinator on 020 7974 5653.

**RESOURCES AND CORPORATE PERFORMANCE SCRUTINY
COMMITTEE
12 NOVEMBER 2024**

THERE ARE NO PRIVATE REPORTS

AGENDA

Wards

1. APOLOGIES

**2. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE
PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-
PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE
NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA**

3. ANNOUNCEMENTS (IF ANY)

4. DEPUTATIONS (IF ANY)

Requests to speak at the Committee on a matter within its terms of reference must be made in writing to the clerk named on the front of this agenda by 5pm two working days before the meeting.

**5. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR
CONSIDERS URGENT**

6. MINUTES

To approve and sign the minutes of the meeting held on 8th October 2024.

(Pages 7 -
10)

7. OUR WE MAKE CAMDEN MISSIONS APPROACH

Report of the Director of Strategy, Design and Insight

(Pages 11 -
26)

This report updates on how the Council has approached setting, understanding, impacting and measuring the four Camden Missions agreed in December 2021 that sit at the heart of our We Make Camden strategy (agreed in April 2022). It summarises what we mean by our ambition to become a missions-orientated Council, and how we

want to work with staff, citizens and partners across the Borough in taking a new approach to tackling complex problems and making real change. Our Missions are both about making this change, and also about learning new ways for Councils and public sector organisations to engage, catalyse, convene and facilitate innovation and community activity in places and across sectors.

This report summarises the alignment between mission ways of working and our principles, ambitions and approaches set out in We Make Camden and The Way We Work. Since agreeing them in late 2021, we have made significant progress in understanding the challenges, issues, and gaps associated with the issues our Missions highlight. We have also invested in community, organisational and partner capacity to deliver our Missions – embodied in our Community Wealth Fund, our Good Life Camden resident prosperity framework and our We Make Camden kit. We have also invested in producing transparent and accessible updates, data and insight on our Missions and on the issues occurring in our Borough – our annual State of the Borough report contains data and measures aligned with our Missions as well as evidence on what is happening across Camden relevant to our We Make Camden priorities. We are also part of a growing number of public sector organisations taking a missions approach, and we welcome the opportunity to share learning and best practice as part of this network, including central Government.

We welcome the opportunity to work with Councillors on our Missions. This report provides a summary of our missions-orientated work overall including key capacity building and we are encouraging Scrutiny Committees to receive further, more focused updates on each Mission relevant to their Committee terms of reference.

8. WE MAKE CAMDEN PARTNERSHIP STRATEGY

All Wards

Report of the Director of Participation, Partnerships and Communications

(Pages 27 - 34)

This report updates on Camden's We Make Camden partnerships approach. It focuses on non-contractual and non-statutory partnerships that we are developing in response to the shared goals set out in We Make Camden and through a Missions approach.

A lot of our recent work has been on developing new partnership relationships and networks, with a view to enabling local organisations to find new inspiration and opportunities to contribute towards delivering We Make Camden and the missions, drawing on their wide range of levers, resources and expertise.

While we already have a range of longstanding good practice in local partnerships, we currently in the process of adding more rigour and infrastructure, combined with clarity of partnership asks in order to

enhance what is already a rich partnership landscape.

Our aim is to secure more action and impact from a wide range of partners, by connecting across business, public sector, higher education, voluntary and community sector partners, as well as with citizens and groups leading social action. Through building relationships across these various groups, we are opening up and creating new connections and opportunities that will help us deliver our We Make Camden missions.

9. WORK PROGRAMME 2024/25 AND ACTION TRACKER

All Wards

Report of the Executive Director Corporate Services

(Pages 35 -
42)

This paper provides an outline of the 2023/24 work programme and provides an update on actions requested at previous meetings of the Committee in the Action Tracker.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

AGENDA ENDS

The date of the next meeting will be Monday, 9 December 2024 at 6.30 pm in Committee Room 1, Town Hall, Judd Street, London WC1H 9JE.

THE LONDON BOROUGH OF CAMDEN

At a meeting of the **RESOURCES AND CORPORATE PERFORMANCE SCRUTINY COMMITTEE** held on **TUESDAY, 8TH OCTOBER, 2024** at 6.30 pm in Committee Room 1, Town Hall, Judd Street, London WC1H 9JE

MEMBERS OF THE COMMITTEE PRESENT

Councillors Linda Chung (Chair), Rebecca Filer, Liam Martin-Lane, Jonathan Simpson and James Slater

MEMBERS OF THE COMMITTEE ABSENT

Councillors Edmund Frondigoun, Jenny Mulholland and Andrew Parkinson

ALSO PRESENT

Councillors Richard Olszewski and Camron Aref-Adib

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Resources and Corporate Performance Scrutiny Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. APOLOGIES

Apologies for absence were received from Councillors Edmund Frondigoun and Jenny Mulholland.

2. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA

No declarations were made.

3. ANNOUNCEMENTS (IF ANY)

Broadcast of the meeting

The Chair advised that the meeting was being broadcast live by the Council to the Internet and could be viewed on our website for twelve months after the meeting and would then be archived and could be made available upon request. Those

addressing the meeting were deemed to be consenting to having their contributions recorded and broadcast, and to the use of those sound recordings and images for webcasting and/or training purposes.

There were no other announcements.

4. DEPUTATIONS (IF ANY)

There were no deputations.

5. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no such business.

6. MINUTES

RESOLVED –

THAT the minutes of the meeting held on 15 July 2024 be approved and signed as a correct record.

7. TREASURY MANAGEMENT ANNUAL REPORT AND MID-YEAR STRATEGY

Consideration was given to the report of the Cabinet Member for Finance and Cost of Living. The report was introduced by the Head of Treasury and Financial Services. As part of the introduction, the Cabinet Member for Finance and Cost of Living said that the model used of the internal borrowing of money would save Camden a significant amount.

In their discussion of the report, the Committee asked for some clarity regarding the Capital Financing Requirement figure for 2028/29, found in Table 3, as the figure for this year was lower and seemed to go against the trend for the other years. The Director of Finance said that the change was likely related to capital receipts but agreed to provide further detail.

ACTION BY: Director of Finance

RESOLVED –

THAT the report be noted.

8. KING'S SPEECH: IMPLICATIONS FOR CAMDEN

Consideration was given to the report of the Director of Corporate Strategy and Policy design.

After an introduction by the Leader of the Council and the Director of Corporate Strategy and Policy design, the Committee discussed the report.

Members asked about the National Wealth Fund Bill and how this would impact existing structures for Camden's Community Wealth Fund. The Director said that the Community Wealth Fund was place-based and the new wealth fund was national, it was early in the process and discussions were still needed to understand structure and implementation. He said that the wealth fund would need to be developed using citizen voices as public ownership and understanding would be key.

The Committee discussed ongoing engagement with Government and the importance of having people in power see things in person and the impact this had on policy development. The Director of Corporate Strategy and Policy Design said that engagement was ongoing and that it was important that visits were coordinated and had intentionality. Members suggested that Ward Councillors be included on official visits, where possible.

RESOLVED –

THAT the report be noted.

9. WORK PROGRAMME 2024/25 AND ACTION TRACKER

RESOLVED –

THAT the report be noted.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no such business.

The meeting ended at 7.15pm.

CHAIR

Resources and Corporate Performance Scrutiny Committee - Tuesday, 8th October, 2024

Contact Officer: Ben Lynn
Telephone No: 020 7974 5653
E-Mail: ben.lynn@camden.gov.uk

MINUTES END

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Our We Make Camden Missions Approach	
REPORT OF Director of Strategy, Design and Insight	
FOR SUBMISSION TO Resources and Corporate Performance Scrutiny Committee	DATE 12 th November 2024
<p>SUMMARY OF REPORT</p> <p>This report updates on how the Council has approached setting, understanding, impacting and measuring the four Camden Missions agreed in December 2021 that sit at the heart of our We Make Camden strategy (agreed in April 2022). It summarises what we mean by our ambition to become a missions-orientated Council, and how we want to work with staff, citizens and partners across the Borough in taking a new approach to tackling complex problems and making real change. Our Missions are both about making this change, and also about learning new ways for Councils and public sector organisations to engage, catalyse, convene and facilitate innovation and community activity in places and across sectors.</p> <p>This report summarises the alignment between mission ways of working and our principles, ambitions and approaches set out in We Make Camden and The Way We Work. Since agreeing them in late 2021, we have made significant progress in understanding the challenges, issues, and gaps associated with the issues our Missions highlight. We have also invested in community, organisational and partner capacity to deliver our Missions – embodied in our Community Wealth Fund, our Good Life Camden resident prosperity framework and our We Make Camden kit. We have also invested in producing transparent and accessible updates, data and insight on our Missions and on the issues occurring in our Borough – our annual State of the Borough report contains data and measures aligned with our Missions as well as evidence on what is happening across Camden relevant to our We Make Camden priorities. We are also part of a growing number of public sector organisations taking a missions approach, and we welcome the opportunity to share learning and best practice as part of this network, including central Government.</p> <p>We welcome the opportunity to work with Councillors on our Missions. This report provides a summary of our missions-orientated work overall including key capacity building and we are encouraging Scrutiny Committees to receive further, more focused updates on each Mission relevant to their Committee terms of reference.</p> <p>Local Government Act 1972 – Access to Information No documents that require listing have been used in the preparation of this report. The following documents are relevant to this report:</p> <ul style="list-style-type: none"> • Camden Renewal Commission Report – 2021 	

- [Update on Camden Renewal Commission and Next Steps on the Development and Delivery of Renewal Missions \(CS/2021/23\)](#) – agreed 15 December 2021
- [Renewing Our Community Vision: from Camden 2025 to We Make Camden and The Way We Work](#) – agreed 2 March 2022
- [Creating a Camden Community Wealth Fund](#) – agreed 12 July 2023
- [Camden State of the Borough Report – 2023 and 2024](#)

Contact Officer:

Osian Jones
Head of Missions
5 Pancras Square
Osian.jones@camden.gov.uk
0207 974 3177

RECOMMENDATION

That the Committee notes and comments on the approach described in the report.

Signed:



Date: 1 November 2024

1. Purpose of Report

- 1.1. This report reflects on our work to deliver our four Camden Missions, the process to define and agree them and our ongoing ambition to transform our services and our Council to better harness the collective resources of our Borough and have long-term impact on the urgent and important issues for our communities.
- 1.2. This report is timely as there is a growing local, regional and national interest in mission-orientated government and approaches, and Camden is actively engaging in learning partnerships with other local authorities and government organisations to understand best practice and thinking elsewhere as well as sharing our own.
- 1.3. We welcome the opportunity to present and update the Resources and Corporate Performance Scrutiny Committee on our overall missions approach – but we would encourage all scrutiny Committees to seek an update on the approach and delivery of the Camden Missions relevant to their individual terms of reference. We are keen to support the involvement and oversight of Councillors in our Missions work, as well as bring in their ideas and expertise. We are happy to offer specific briefings to the Committees as suggested in Appendix 1 on following Missions – recognising the cross-cutting nature of our Camden Missions
- 1.4. Our Missions are designed to be transformative for our communities – and respond to issues that are important and urgent for them. To achieve transformational change, we as a Council need to change our structures, capabilities and our work to meet this challenge. We also outline our wider work to do this in this report.

2. Background

- 2.1 Camden is an ambitious and diverse organisation, reflecting our communities. We talk in *We Make Camden* and *The Way We Work* about Camden having a “rebellious spirit” which in the context of our organisation means that we seek to challenge the way things are done (inside our organisation and outside), that we tackle the systems that prevent change and perpetuate inequity and injustice and we believe in our power to intervene to make the lives of residents and communities in our borough better. We take pride in being deeply connected to our communities through residents, staff, partners and Councillors, and sharing a vision for our Borough with those networks.
- 2.2 Over recent years, as an organisation we have sought to move away from understanding our relationship to residents through just the lens of services and processes – to focus instead on service impact, resident priorities, long-term outcomes, building public sector capabilities, data and insight, developing relationships and sharing power. We retain an organisational focus on high quality services that are connected into communities, aligned with our long-term ambitions. Our Camden 2025 strategy was our first to be rooted in

resident voice, participation and a series of citizen assemblies, which We Make Camden subsequently built on.

- 2.3 Our collaboration with the Institute for Innovation and Public Purpose (IIPP) at University College London (UCL) began because we were interested in their model of public value as an alternative model for policy and organisational development.

“Public value is value that is created collectively for a public purpose. This requires understanding of how public institutions can engage citizens in defining purpose (participatory structures), nurture organisational capabilities and capacity to shape new opportunities (organisational competencies); dynamically assess the value created (dynamic evaluation); and ensure that societal value is distributed equitably (inclusive growth)¹”.

- 2.4 In 2020, Camden and IIPP established the Camden Renewal Commission to respond to the challenges and inequalities and public sector reform required as a result of the Covid-19 pandemic. We sought not just to “recover” from the pandemic but to engage in shaping an active economic and social renewal that would seek to make our Borough fairer, more sustainable and more resilient to a world that is becoming more uncertain. We believe the Council has an important role to play in shaping our organisation but also bringing together the shared resources and ambitions of our borough.

- 2.5 The then Leader Cllr Georgia Gould and Professor Mariana Mazzucato (as Director of IIPP) established the Renewal Commission in 2020, taking a deliberately participatory approach by working with community leaders and stakeholders to identify missions for Camden. Professor Mariana Mazzucato and the IIPP have been at the forefront of developing the theory of missions and missions-orientated innovation policy nationally and internationally. This includes advising governments in the UK including devolved Scottish administration (on their National Investment Bank) and the UK government on through their 2019 Mission Oriented Innovation and Industrial Strategy, co-chaired with Lord Willets and conducted in partnership with the then Department for Business, Environment and Industrial Strategy. The IIPP’s criteria for Missions are that they should:

- Be bold, inspirational with wide societal relevance
- Set a clear direction — targeted, measurable, and time-bound
- Be ambitious but realistic
- Encourage cross-disciplinary, cross-sectoral, and cross-actor innovation
- Involve multiple, bottom-up solutions²

¹ https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp_policybrief_07_getting_serious_about_value.pdf

² https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp_policy_brief_09_missions_a_beginners_guide.pdf

- 2.6 Using these criteria and the principles of IIPP’s model for mission-orientated government, the Renewal Commission set a challenge for Camden to develop missions that contribute to addressing the climate emergency and inequity and injustice. Within this framing, the Commission and its members identified issues of critical and urgent importance to our communities and stakeholders: addressing systemic racism, the generational impact of the pandemic, meeting the basic needs of our citizens with dignity and humanity, and the importance of place in helping people to live well. The four Missions recommended by the Commission were:
- **Diversity** - By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow
 - **Young people** - By 2025, every young person has access to economic opportunity that enables them to be safe and secure
 - **Food** - By 2030, everyone eats well every day with nutritious, affordable, sustainable food
 - **Estates and neighbourhoods** - By 2030, Camden’s estates and their neighbourhoods are healthy, sustainable and unlock creativity
- 2.7 Our Missions respond to systemic problems and challenges that require research, innovation and solutions beyond the Council and its partners’ current capabilities. They require us to partner and engage across organisations and sectors in the Borough in ways we haven’t before – and bring together the collective resources, insight and innovation of Camden beyond just the Council. They do not represent the only things the Council is investing in or the only things that are priorities to the Council. We remain focused on service improvement and transformation in key areas. We continue to engage with national regulatory standards and the expectations and priorities of our communities for the services they receive. There is learning and sharing between our Missions and the wider practice, review and improvement occurring across the Council where both can learn from each other.
- 2.8 Not all problems are appropriate to be Missions – and the Council is continuing to invest in transformation and improvement in services and issues that are not reflected in our Missions. However, we do think that our Missions and mission-orientated approaches provides a mechanism to advocate for public sector capabilities and approaches that contribute to wider improvement.
- 2.9 Focus on our Missions gives us the stability of a shared purpose that can build momentum over time by providing a framework for deep and lasting partnerships in the borough, and a means for collectively evaluating progress against shared outcomes over time. They are also a tool for setting a direction for our own organisational change and capability development.
- 2.10 We formally adopted our Missions in December 2021 in a report to Cabinet, and they sit at the heart of our We Make Camden strategy agreed in 2022. We Make Camden has been designed to help the Council prioritise focus and

attention in the short and longer-term – our Missions are not the only things that are important to us – but are issues we are seeking to tackle in a specific way. We Make Camden agrees our Missions, but also helps us align on what is important and somewhat align the Council's statutory responsibilities, corporate priorities and resources appropriately.

3 Camden's Approach to Missions

- 3.1 Since we agreed our Missions and We Make Camden in 2022, we have been developing our tools and capabilities for delivering missions as well as seeking to understand more the change we need to deliver to achieve our Missions. Our Camden Missions are aligned with our We Make Camden ambitions – but represent issues and challenges within those ambitions that the Council cannot resolve on its own – that require the engagement, resources and innovation of wider actors in the Borough.
- 3.2 When the Council embarked on setting up missions and articulating its desire to become a mission-orientated organisation, few organisations, let alone local authorities in the UK or governments, had tried delivering missions in practice, meaning there were few examples of good practice in the field. We had to develop our own approach, based on our existing work on organisational change, and our understanding of missions theory.
- 3.3 In Camden we talk about a three-part structure to our Missions approach:
- **Action and innovation** – informing and catalysing activity and innovation aligned with our Mission goals;
 - **Reform and transformation** – development of public sector capabilities and levers aligned with the skills and networks needed to achieve our Missions and operate as a missions-orientated organisation; and
 - **Storytelling and movement-building** – making our missions, our ambitions and our approach accessible, compelling and participatory for Camden residents, communities and wider stakeholders.
- 3.4 We seek to hold these three elements of a Camden mission aligned through our work. Missions themselves are intended to be iterative. The Renewal Commission agreed Missions that present societal problems that have not been solved in their entirety before, and as such, the mission-approach of experimentation, evaluating projects and iterating how we approach missions is central to the work.
- 3.5 We see Missions as a way to stimulate wider organisational change, and alongside investment and learning aligned with our individual Missions, we are seeking to:
- Anchor our day to day work in the much longer-term change we want to influence across Camden **BY** intentionally setting goals and choosing timeframes that transcend organisational cycles (i.e. 10

years) and holding some of the uncertainty and complexity that comes with this

- Think more strategically and longer-term about partnerships **BY** intentionally setting audacious goals that cannot be achieved by the Council alone - forcing us to collaborate in creative ways – and investing in the resources to make and deepen partnerships across the Borough
- Better navigate complexity and uncertainty over the coming years **BY** embedding a stronger reflective culture and practice around delivery of missions - sharing what we learn as we go
- See strategy as an emergent and iterative process **BY** delivering multiple smaller interventions and projects, using what we learn to adjust our approaches
- Find ways to measure less concrete change across the Borough that we may have limited sight of **BY** collaboratively developing different ways of capturing learning and measuring impact with people across the Borough
- Challenging the traditional innovation catalyst role of local government in local communities, markets and economies **BY** setting up new structures like the Community Wealth Fund

3.6 This has been accompanied by a continued approach to both participatory practice in our communities, which has been informing how missions design projects and seek input from residents, and a burgeoning approach to partnerships across the borough.

4 Our Camden Missions Leadership

4.1 Camden’s Missions by definition cannot be delivered by the Council alone. Missions are aligned with our wider work to improve and deliver excellent services – but even if all our services were operating individually as well as possible, it would not mean that we have achieved our Missions. We can only do that by creating and supporting systems of innovation, collaboration and investment that extend beyond the Council.

4.2 However, councils are important actors in making change locally and in communities – and as a place-based local authority, service provider and civic convener, we are uniquely placed to direct and stimulate research, investment and activity aligned with our Missions. For this reason, we have taken a lead in action and activity to deliver our Missions, whilst also seeking to “crowd in” and engage partners further. Vital groups include our Cabinet Members, who have responsibility for Missions delivery aligned with their portfolios, and all Councillors with their networks and relationships into communities. A key priority for us over the coming year is to ensure all Councillors feel engaged and informed and able to connect into our Missions work.

4.3 Our approach to Missions development over the last two years has included:

- Understanding our Missions – we have invested time and resource in mapping the “systems” of our Missions in theories of change for each Mission – descriptions of what we know (and also what we don’t know)

about how to effect change in our missions – this is borrowed from best practice in the voluntary and community sector;

- Developing Mission teams and partners – we have developed partnerships around each of our Missions as well as working around our overall We Make Camden priorities – with a focus on partners that want to own or contribute their own thinking on Missions, and
- Developing a set of portfolio interventions – focusing investment and resources with services on tackling areas that require transformation to deliver our Missions, or areas of research or engagement that require our involvement

- 4.4 We have developed a learning and evaluation framework aligned to the governance of each of our Missions. It acts as a foundation for the State of the Mission (part of the annual State of the Borough report) which captures our learning from the Mission delivery. This will be a focal point for Mission evaluation and learning and will include a summary of the theory of change for the Mission, a headline dashboard, a learning summary for each key area of the Mission and key project evaluation data and insight.
- 4.5 This approach is aligned with our wider Insight, Learning and Impact framework that Scrutiny Committees receive twice a civic year and includes an overview both of the service delivery of the Council and the wider issues, ambitions and reflection the Council is engaging in. At a project level, this means there is a portfolio of projects testing how to achieve the mission with a continuous practice of learning and adapting based on emerging data and insight. The learning from these projects is then shared and reflected upon to assess what needs to be undertaken to further the Mission. At a Mission level, insight into the change on agreed outcomes helps us understand the progress on Missions. At cross-council level, we intend to continue a routine of reflection and learning across Missions - how they are progressing (in terms of short-term outputs and long-term changes that can address complex systemic issues) and how are we enabling them as an organisation.
- 4.6 This report is not seeking to update on the impact we have made to date on each individual Mission. We are encouraging each relevant Scrutiny Committee to receive an update on each Mission, and we will provide an update on the Diversity Mission to the Resources and Corporate Performance Committee at the direction of the Chair and the Committee. We have provided some headline information on the direction each Mission is taking, and some examples of test and learn and delivery occurring in each Mission – this is a small snapshot of a wider portfolio of research, evidence gathering, engagement and experimentation occurring across the Missions.
- 4.7 Some examples of Mission understanding, impact and innovation in each area are included below:

Estates and Neighbourhoods Mission

Our Estates Mission focused on the role of estates, neighbourhoods and places in supporting people to live well and have flourishing lives. We are

focused on the role of people, place and power can play in addressing the wider social determinants of health.

Participatory Budgeting: One extended innovation pilot for the Estates Mission has been the participatory budgeting programme – seeking to understand how the Council can give people on Estates more agency in the funds spent on their neighbourhoods and communities and the cost and benefit of this. Through partnering with local young people’s charity The Winch, the Council funded the delivery of a participatory budgeting project which saw residents at the Hilgrove Estate take the lead in how their estates budget would be spent. Residents and council officers met each other as equals, with residents shaping the budgeting process. Learning from the project is informing how we develop further participatory funding work specific to estates and investment plans, to support the long-term priorities of the Estates Mission.

Community Champions

The Community Champions programme placed a single Champion Co-ordinator in three areas, each hosted by a VCS organisation. The co-ordinators worked with residents to agree hyper-local priorities to improve health and wellbeing, and to recruit and train a volunteer network of Champions. These volunteers then help to deliver activities and initiatives to address local needs and act as a bridge to the wider offer of support. For example Regent’s Park Estate recruited 70 Champions to engage with hundreds of residents. A community safety project called Young Guardians that started in Regents Park Estate is being rolled out to Amptill Estate. This is just one of many examples of sharing good practice across our estates.

Vacant Spaces

In response to inaccessibility or lack of availability of community, social enterprise and small and medium enterprise spaces in the borough, we have developed a programme to transform Camden’s under-used spaces on estates into productive, social value use. We want to create spaces with public value and contribute to social infrastructure. Our pilot vacant spaces project on Hilgrove Estate seeks to find uses with the local community for a multi-bay garage. We partnered with The Winch and Public Works to carry out engagement and a viability study. A further investment was made on making the site safe and welcoming for residents. We will now be carrying out a soft market testing exercise for a small number of sites to understand the viability of both commercial market interest and voluntary and community sector market interest and social value priorities for their locations. We will then begin to match the sites to commercial and social uses dependent on viability.

Youth Mission

Our Youth Mission was established recognising the specific impact of the pandemic on the educational experiences of young people and concern about how this would impact their economic opportunities. We have been delivering since 2021 within the context of the continuing impact of the pandemic on

young people and their wellbeing and education, the cost of living crisis and over a decade of national decisions to reduce funding and investment for local authority education systems and youth services. We recognised the urgency of the Mission given the impact of the pandemic on a generation of young people – which is why we set ourselves the interim deadline of making real impact and progress 2025 – separate to the longer-term ambition of achieving the Mission overall by 2030. We have a universal offer and 5 priority cohorts, care-experienced, young people in youth Justice system, young people with EHCPs, disabled young people and school non-attenders.

Camden Young Talent Guarantee – this is our innovative investment to connect every 16-24 year-old in Camden to employment opportunities. This support will reach over 500 young people a year and includes:

- Work experience during post -16 education
- One-to-one careers guidance with a local advisor
- Timely support with long-term employment choices
- Training, an apprenticeship or a job
- Help to access benefits, mental health, housing and financial support

Camden STEAM Partnerships - Camden works with over 60 science, technology, engineering, arts and mathematics (STEAM) employers to provide work experience opportunities for Camden young people, and pathways to careers for young people – we have also recruited 200 ambassadors (employee volunteers) to engage and mentor Camden young people. Some of our STEAM partners include Google, Facebook, Lendlease, the Francis Crick Institute, UCL and Central Saint Martins as well as a range of small and medium businesses and start-ups. As part of the Youth Mission, Camden and Google are launching an AI Campus in 2024 to provide access to skills and employment advice for this rapidly growing field.

Food Mission

Our Food Mission development was rooted in the poverty and inequality we saw in accessing nutritious food during the pandemic – and also the whole community response to the issue of food, child poverty and school meals. We have continued to see a challenging context for tackling food insecurity with the cost-of-living crisis causing a significant increase in poverty and constrained household budgets

We have made significant investment and ensured a strategic focus on supporting households to access sustainable food and a cash-first focus that is linked into our wider tackling poverty approach. However, our Mission goes beyond immediate relief. We aim to address food insecurity by tackling its root causes and seeking food system change.

Food Growing Accelerator Programme: We are testing different ways we can change how Camden works within the national and global food system, investing into developing our food growing policies and processes by experimenting with different food growing models across

the council and with partners. We will be testing our approach on three estates.

Camden School Food Investment

We have invested significantly in our schools breakfast programme with schools now providing breakfast to over 3,000 pupils each day – and we have expanded our holiday food activity and vouchers programme. We invested additional funding to expand food access for students in secondary school. Reflecting on our investment in school food, we are exploring taking our school catering contract in house and are developing a strategic approach to the provision of school food that reflects our Mission ambitions.

Diversity Mission

The Diversity Mission is explicitly focused on ensuring the leadership of organisations (public, private and third sector) in Camden reflects the diversity of our communities. It also includes a cross-sectoral challenge of ensuring a next generation of leadership is supported, encouraged and enabled to move into leadership roles.

Since 2021, we have made decisive movements to improve the diversity of our own organisation. Our internal work since 2020 has included the launch of our Race Equality Action Plan, the formation of an Inclusive Recruitment Working Group, signing the Camden Disability Charter and achieving Bloody Good Employer status. Camden is the first Council to voluntarily publish our gender, black, asian and other ethnic and disability pay gaps, and we are also publishing our pension pay gap. We have made significant progress in diversifying our Council leadership we are now representative of our communities within the top thirty leaders of the Council - 39% of our directors are now from Black, Asian and other ethnic backgrounds. Parental leave is available from the first day of employment and paternity leave doubled this year for staff.

School Governors

We see school governing body roles as both an important part of having visible diverse leadership in Camden, and also as an accessible leadership role that can provide people with a Board experience that supports future leadership roles. Camden has initiated a programme to understand how we could go about diversifying our school governors in the Borough – seeking to both improve recruitment of school governors, but also commissioning research into the experience of governors from diverse backgrounds when they are in these roles to understand retention and future recruitment. We have created a Global Majority Governor's Network (working with Islington) and we have also held wider outreach to communities about recruitment of diverse Governors. We have also increased training support for Governing bodies as part of a stronger approach to upskilling, recruitment and retention.

5 Building Missions Orientated Capabilities

- 5.1 Alongside developing our approach to impacting our Missions individually, as a Council we have also sought to develop our capabilities and skills in becoming a missions-orientated Council. Alongside the skills and professional specialities needed to deliver services, local government also needs capabilities to problem-solve urgent and complex challenges.
- 5.2 In Camden some of the capabilities we have invested in aligned with our ambitions outlined in We Make Camden and our Missions include:
- Policy and service design
 - Innovation and impact investment
 - Data, insight and learning
 - Relational working
 - Digital and content design
 - Participation, partnerships and social action
- 5.3 Some of the impact and examples of our capability investment for the Missions include:

Missions-Orientated Procurement

We worked with the Institute for Innovation and Public Purpose and UCL again to undertake research, design and recommendation making into how the Council could develop a mission-orientated approach to procurement – aligning commissioning and procurement in a way that can support innovation and shape local supplier markets. The published report³ makes recommendations including that the Council could explore:

- Enabling more participatory and collaborative commissioning with communities;
- Looking at the reform of contract management and evaluation (in line with national legislative procurement changes); and
- Alongside our strong social value approach, embed a wider public value approach to procurement that uses our Missions as a frame for achieving wider goals like equity, sustainability and inclusive growth.

Camden State of the Borough

Camden's State of the Borough report is part of our commitment to working with our partners and our communities to tackle our most challenging issues. Our We Make Camden strategy is a call to action of our citizens ambitions to create a fairer, more just and sustainable Borough. The State of the Borough report is our annual evidence base for what is changing in Camden – it is a document for all of us – not just for the Council. It is published each year in April – and all Scrutiny committees are offered the opportunity to review and reflect on the information before it goes to Camden's Full Council meeting in April.

³ <https://www.ucl.ac.uk/bartlett/public-purpose/publications/2024/jul/mission-led-procurement-and-market-shaping-lessons-camden-council>

Good Life Camden

Good Life Camden is our approach to understanding what is important for people living and working in Camden today, what is central to their wellbeing, and to living a good life. In 2022, we worked with Camden residents and officers to co-create the Good Life Camden framework – a tool to shape our work based on what matters most to people in Camden, so that we can support everyone to live better lives. Based on what communities and residents told us, we have structured the framework into 9 themes. These themes are the areas that people felt were the most essential for living a good life. Good Life Camden data will be published in the annual State of the Borough report and will be used to understand how our We Make Camden Missions and Challenges are having an impact on people's lives. We are also working with wider partners like British Land and the London Zoo to help them use the Good Life Camden framework in their outcome and impact measurement.

Camden Community Wealth Fund

This year, the Council launched the Community Wealth Fund, with focus initially on our Youth and Diversity Missions. The Community Wealth Fund will exist to provide patient investment and support to organisations and businesses with the potential to have a real impact on our Mission targets. In line with our foundational mission approach of social action, system building and participatory practice, – we are designing an investment approach with partners and community stakeholders – we are looking to invest £30m in the Community Wealth Fund working with start-ups, SMEs and others that can make a real impact on our Missions.

We Make Camden Kit

Since 2021, the Council has funded Camden Giving to run the We Make Camden Kit. Camden Giving initiates the giving of small grants, with funding decisions made by a panel of citizens fortnightly. We believe this bridges a gap in social action funding where there are barriers to individual citizens applying for grants, meaning citizen-led ideas can be unfunded and not realised. By taking a participatory approach to giving small grants aligned with our Missions to individuals and community groups – we have distributed £619,112 through the We Make Camden Kit across 350 grants. 63% are individual citizens delivering activity aligned with our Missions and We Make Camden priorities. These projects have seen citizens and small organisations lead projects to support other residents through the cost-of-living crisis. We are currently undertaking an evaluation of the Kit, which will inform how we work on participatory funding from 2025 onwards.

Camden Summit

Our annual We Make Camden summit brings together partners and community leaders to reflect on our progress over the last year in delivering our Missions and in moving toward our We Make Camden ambitions. We will continue to bring together Council leaders, partners and communities each year as part of a commitment to working in the open on our Missions, and galvanising and convening innovation and investment capacities around our Missions.

6. Public Sector Reform

6.1 The ambition of Camden's Missions will require different ways of working and new capabilities – as we have outlined in the report above. This reform might include developing capabilities to:

- Organise communities around a shared vision
- Understand impact on complex outcomes for residents
 - There is a paper being taken to the Resources and Corporate Performance Scrutiny Committee at the same meeting reporting on our Corporate Partnerships approach.
- Focus on ends - with flexibility and innovation on the means
- Devolve decision-making and involving those with experience, knowledge and expertise
- Create accountability for learning as well as impact
- Approach problems with a long-term preventative and early intervention approach
- Learn and improve services in the context of Missions

6.2 Camden is approaching these questions as part of a wider movement for public sector reform and a wider sectoral interest in Missions. We benefit from a sharing of best practice and learning across partners, local Councils and international Missions leadership.

6.3 We are engaging with national Government as they seek to implement the five national Missions to share what is useful and informative about Camden's approach to Missions delivery. There is strong alignment between Camden's Missions and the national Missions including:

- A focus on investment in places and homes to support the transition to net zero ("Make Britain a Clean Energy Superpower") that aligns with the ambitions of our Estates Mission to make communities sustainable and accessible
- A focus on educational attainment and opportunity for young people ("Break down barriers to opportunity at every stage") that aligns with our Youth Mission
- A focus on making places and communities safe and prevent crime ("Make Britain's streets safe") that aligns with our Estate's Mission focus to make places feel safe and encourage connection
- A focus on preventing poor health and wellbeing and avoiding the need for hospital treatment ("Build an NHS fit for the future") that is strongly aligned with our focus on the social determinants of health in our Estates Mission
- A focus on addressing discrimination and barriers to progression for minoritised groups ("Break down the barriers to opportunity at every stage") that is strongly aligned with our Diversity Mission

6.4 We understand that London government between the Greater London Authority and London Councils will collaborate to understand how to

implement the national five Missions at a regional level, and we stand ready to support with this work.

7. Finance Comments of the Director of Finance

7.1 The Director of Finance has been consulted and has no comments to add.

8. Legal Comments of the Borough Solicitor

8.1 Legal services have been consulted and there are no legal implications in relation to this report.

9. Environmental Implications

9.1 The four Camden Missions aim to support the delivery of Camden's environmental ambitions in recognition of the Council's declaration of a climate emergency. The Missions are aligned with the climate ambitions of the Climate Action Plan and the ambitions in We Make Camden. The food Mission and the estates Missions both have an explicit focus on increasing the sustainability of our local food systems and our neighbourhoods. It is not intended or identified that the Missions will have a negative impact on climate change, air pollution and the wider environment. Wider environmental assessments will be completed for specific Mission projects when they are considered for formal and other decision making.

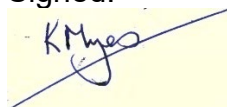
REPORT ENDS

Appendix 1 – Scrutiny Committees and Missions

<p>Diversity - By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow</p>	<p>We suggest a further report is brought to Resources and Corporate Performance Scrutiny Committee to discuss the Diversity Mission</p>
<p>Young people - By 2025, every young person has access to economic opportunity that enables them to be safe and secure</p>	<p>Children, Schools and Families Scrutiny Committee</p>
<p>Food - By 2030, everyone eats well every day with nutritious, affordable, sustainable food</p>	<p>Culture and Environment Scrutiny Committee NB – Health and Adult Social Care Scrutiny Committee may also wish to ask to receive a report</p>
<p>Estates and neighbourhoods - By 2030, Camden’s estates and their neighbourhoods are healthy, sustainable and unlock creativity</p>	<p>Housing Scrutiny Committee NB – Culture and Environment Scrutiny Committee may also wish to ask to receive a report</p>

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE We Make Camden Partnership Strategy	
REPORT OF Director of Participation, Partnerships and Communications	
FOR SUBMISSION TO Resources and Corporate Performance Scrutiny Committee	DATE 12 th November 2024
<p>SUMMARY OF REPORT</p> <p>This report updates on Camden’s We Make Camden partnerships approach. It focuses on non-contractual and non-statutory partnerships that we are developing in response to the shared goals set out in We Make Camden and through a Missions approach.</p> <p>A lot of our recent work has been on developing new partnership relationships and networks, with a view to enabling local organisations to find new inspiration and opportunities to contribute towards delivering We Make Camden and the missions, drawing on their wide range of levers, resources and expertise.</p> <p>While we already have a range of longstanding good practice in local partnerships, we currently in the process of adding more rigour and infrastructure, combined with clarity of partnership asks in order to enhance what is already a rich partnership landscape.</p> <p>Our aim is to secure more action and impact from a wide range of partners, by connecting across business, public sector, higher education, voluntary and community sector partners, as well as with citizens and groups leading social action. Through building relationships across these various groups, we are opening up and creating new connections and opportunities that will help us deliver our We Make Camden missions.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Ruth Craven, Partnership Lead, Participation and Partnerships, 5 Pancras Square N1C 4AG ruth.craven@camden.gov.uk 0207 494 4835</p> <p>RECOMMENDATIONS</p> <p>That the Committee notes and comments on the approach described in the report.</p>	

Signed:



Date: 1.11.2024

1. Purpose of Report

- 1.1. The report focuses on our We Make Camden corporate partnership strategy and the infrastructure we have been developing to enable us to deliver We Make Camden missions.
- 1.2. The report does not cover partnerships where organisations are commissioned by us to deliver a product or service. Camden has a large number of longstanding and effective statutory partnerships and sector and issue-specific networks, which are also not the focus of this paper.
- 1.3. Camden has several flagship partnership programmes that are successfully engaging large businesses and institutions in local priorities like tackling the Climate Crisis (Camden Climate Alliance) and in creating a wide range of innovative and exciting work and career-related opportunities for Camden residents with local organisations (for example Camden STEAM and Good Work Camden). These are not covered in detail here.

2. Background

- 2.1. We have a very strong track record of partnership which has been exemplified and highlighted in the cost of living response, during the pandemic and in our coalition of organisations delivering support for refugees. We also have strong relationships with local universities, including with University College London (UCL) with whom we have shared a memorandum of understanding since 2020. This has translated into a wide range of fruitful academic and strategic collaborations. We also have very strong partnerships with Central St Martins (CSM) and University of the Arts London (UAL) more widely, CSM have been strong partners in deepening networks of collaboration in their local neighbourhood around Euston and through innovative participatory projects in response to borough challenges such as overcrowded housing and loneliness and social isolation as part of the public collaboration lab.
- 2.2. In 2020, a Local Government Association (LGA) peer challenge report highlighted real strengths across Camden, including an innovative and well embedded approach to participation. The peer review team also made some helpful recommendations for what we might continue to build on, including in the partnerships space. This included a focus on 'ensuring that partners (organisations and communities) understand the priorities for delivery and continue to feel connected and involved in the process of delivering Camden 2025'.
- 2.3. Since 2020 a lot has happened. We have faced, and weathered, a pandemic. We are still seeing the profound impact it has had on our communities and our borough, coupled with the more recent challenges posed by cost of living increases. We've seen how, in times of crisis, we are strongest when we work

together; across sector, geography and organisational boundaries. We've seen the benefits that working in a more networked and connected way across Camden can bring.

- 2.4. We have made considerable progress to mobilise a borough wide response to reducing the inequalities we see across Camden and to focus on what matters most to our communities. This includes the reshape of Camden 2025 into We Make Camden (WMC) - a longer-term vision for the borough. As part of this we have a set of ambitious cross-cutting missions which aim to reduce/remove many of the inequalities that we see across Camden, by bringing together the resources of our borough as a whole.

3. A boroughwide approach to connect and convene

- 3.1. Camden Council plays an important leader of place role in convening the borough as well as being operationally involved in networks and partnerships that are delivering the missions. A key part of our approach to deliver WMC is in convening an annual summit which brings together multi-sector partners and citizens leading social action to celebrate, reflect on and push for further action toward the missions. We have delivered three summits to date, each hosted by a local partner organisation (University College London, Wellcome Collection, and University of London Senate House).
- 3.2. In 2022 we worked with residents to co-create the Good Life Camden (GLC) framework, which breaks down the concept of living a good life into the themes residents told us are most important to them. This is helping us to focus our work on those central themes to ensure we are making an impact and progress in each theme. The framework is forming an important part of how we are understanding the State of the Borough, including where we have gaps in data and understanding of key issues that we want to address.
- 3.3. Both the State of the Borough report and the GLC framework were launched at the 2023 WMC Summit, and together they enable organisations to take an evidenced based approach to collectively prioritising action and measuring impact against our local priorities, which we revisit annually.
- 3.4. We have been using the GLC framework to monitor progress and impact towards a wide range of priorities, including working with partners to ensure their social value activities are connecting with our local priorities and issues. For example, British Land, a local developer and landowner, has used the framework to help design how it measures its social impact aligned with local priorities. GLC helped it to create a flexible and collaborative framework which gives it the citizen insight it needs to create long lasting social impact in the redevelopment of the Euston Tower.
- 3.5. The framework has also been used by Origin Tenants Voices, a group of tenants living in housing association properties in Somers Town, to help enrich their own thinking about what is important in their lives as Origin Tenants.

Figure 2 – Ambassador roles and themes we are exploring

	Recognition of action	Advocate/ champion	Sponsorship	Research, learning & evaluation
Description	Recognising where a potential partner is already doing something positive in relation to We Make Camden and a mission	A partner uses their platforms to promote and advocate for the missions. They are happy to make links and connections through their networks	A partner offers direct sponsorship of a local initiative, organisation or project in relation to We Make Camden & our missions	A partner works closely with us to develop thinking and practice around missions
Ask of a partner	To become part of the We Make Camden story, and allowing us to use their logo on communications related to We Make Camden	To use their existing existing platforms and networks to share mission-related content, stories and opportunities	To provide financial or nonfinancial support (skills, expertise, mentoring) directly to a local organisation (i.e a school, VCS org, community group)	To ask as a critical friend advising us as our work progresses, and where possible providing additional resource, skills and capacity
Value for Camden (council & communities)	Ability to show existing work and strengths relating to each mission Increased reach through recognition of work already happening	Increased reach across our partner networks External support and backing	Increased financial and non financial support for local initiatives across the borough	Strengthen our thinking and practice around missions, and access additional skills/ expertise that we may not have already
Value for the partner	To be profiled via Camden's communication channels Increased reach and connection with new relationships across the borough	Access to borough wide data and insight via Good Life Camden Access to support in linking up/ forming new relationships across the borough	To better understand local priorities Alignment with CSR activity Access to borough wide data and insight via Good Life Camden	To have Camden Council as a 'test bed' for innovative thinking (i.e. mission-oriented practice) Access to borough wide data and insight via Good Life Camden

- 3.9. While we test and learn around the ambassador offer and ask in the lead up to the next Summit, we already have positive examples of action being taken and supported by partners in the borough that we can build on. For example, as part of our youth mission, Camden Learning, which is formed of Camden schools, and Camden Council's STEAM programme are working to develop an AI Campus for pupils in the borough with Google. The Campus will aim to enable a diverse range of students to deepen their knowledge of AI and supporting subjects, as well as covering such things as the important ethical dimensions of AI and how it should best be used in the future, and the creativity and imagination involved in developing and applying new technologies.
- 3.10. We also have a very strong partnership in place with Camden Giving who are delivering the We Make Camden Kit, which the Council worked alongside Camden Giving to develop and which we continue to provide funding towards. The We Make Camden Kit is a partnership between Camden Giving, Camden Council, Camden citizens, and Camden businesses.
- 3.11. The Kit is a revolutionary approach to funding new ideas, supporting Camden residents who have first-hand experience of the challenges facing the borough and how best to tackle them. It helps them (with small grants, support and infrastructure advice) kick-start community projects that contribute to one or more of the We Make Camden Missions.
- 3.12. Since August 2021 it has funded more than 300 projects led by citizens, all around the borough and contributing to the missions in different ways. As well as council funding, the Kit is increasingly being supported by local business partners. There are a range of stories which highlight the wide range of community action being enabled by the Kit, for example:

Chris	The Curios Club	https://www.wemakecamden.org.uk/curious-club/
Joana	Journey to creating your own garments	https://www.wemakecamden.org.uk/journey-to-making-your-own-garments/
Zia	Highgate Black Womens Wellness	https://www.wemakecamden.org.uk/highgate-black-womens-wellness-group/
Batuala Alexander	Creators House	https://www.wemakecamden.org.uk/creators-house/
Robbie and friends	Social Notes	https://www.wemakecamden.org.uk/social-notes-music-for-one-and-all/
Salina	Read and Play	https://www.wemakecamden.org.uk/read-and-play-a-story-of-change/

3.13. Many more stories about the kit can be explored via the We Make Camden website www.wemakecamden.org.uk.

4. Partnership areas for development

4.1. In 2023 we completed some review work to better understand the We Make Camden partnership landscape; as well as some of the opportunities that exist to help us get more out of our partnerships.

This work included:

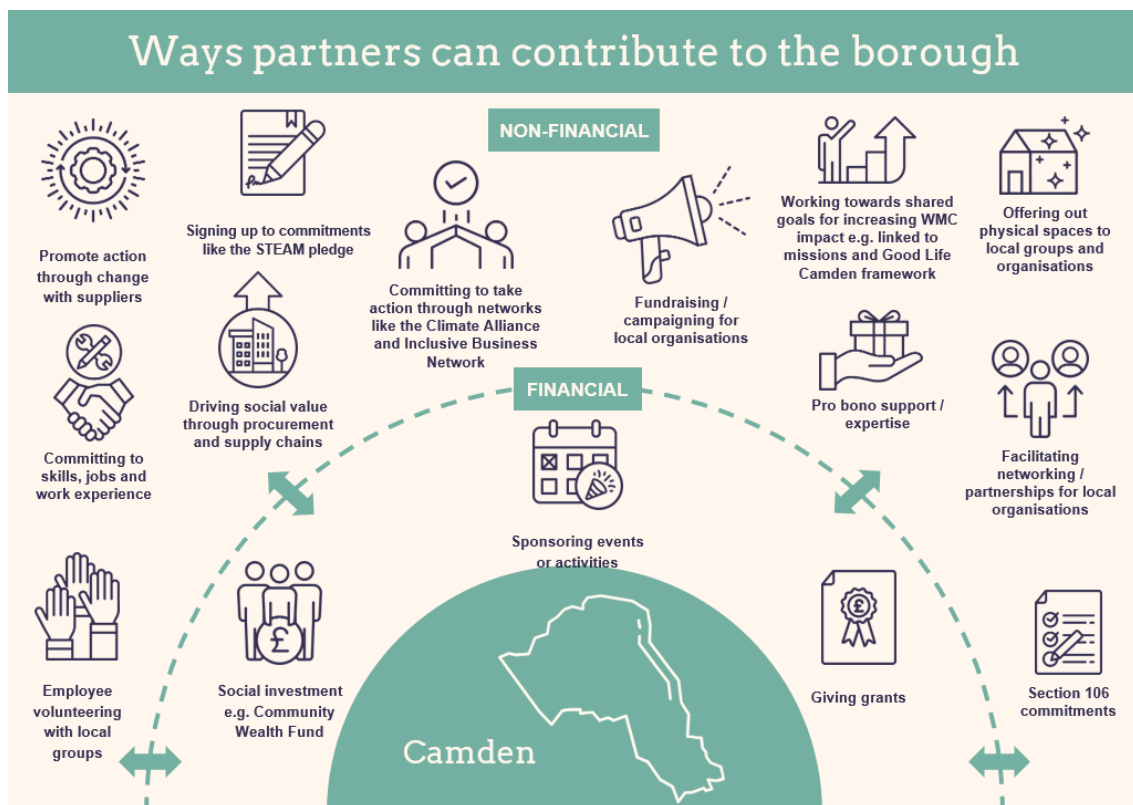
- A review of our current partnership ways of working
- A review to understand some of the challenges in the operational delivery of mission-oriented working
- Market research and other work to support in establishing the Community Wealth Fund (NB: detailed paper about setting up CWF came to RCP Scrutiny in July 2023)

4.2. Coming out of this research, the strength of our statutory and voluntary and community sector (VCS) relationships was highlighted, being strongly held across the organisation, allowing for close collaboration and innovation. Existing good practice and clarity of ask were highlighted in existing programmes like STEAM (Camden Learning), Good Work Camden and the Camden Climate Alliance. The following were identified as areas for development:

- We could exercise more rigour around how we navigate ‘new’ relationships and partnerships with borough wide institutions and corporates and convert relationships and ‘warm conversations’ into action/ impact.

- Partners want us to provide clarity of the ‘ask’ and clear opportunities to be involved. See figure 3 for infographic setting out the various roles that partners can play.
- We could be clearer in the ask around ‘brokerage’ of partnership input, particularly the expectations and support needed for leadership colleagues who are meeting with partners at a senior level.
- To realise our missions, we need to do more to mobilise partner action and leadership and support this to happen at a greater pace.

Figure 3 – ways partners can contribute to the borough



4.3. In response to these findings, we have developed our corporate partnership function, a supporting service that collaborates with different parts of the organisation to help initiate, convert, grow and sustain partnerships with people and organisations across the borough. The team supports our existing distributed leadership we have around partnerships, but also aims to better coordinate different conversations and opportunities across the borough. We are also creating partnership opportunities at neighbourhood and ward level, linking back to citizen and grassroots insight we hold via our locally based teams and partners.

Work with Camden Anchors

4.4. In addition to the We Make Camden Summit, since 2023 we have been convening the leadership of some of the largest corporate and knowledge

organisations in Camden for bi-annual anchor roundtables. Through these discussions, we are exploring the different ways these large organisations can contribute as good neighbours in the borough and identifying new opportunities to partner and collaborate. The focus of these conversations has so far included the Community Wealth Fund, maximising apprenticeship and work placement opportunities and tackling health inequalities. As our We Make Camden Mission approach develops, further partner governance is being established to ensure that we can maximise the impact of partner collaborations within the borough and continue to mobilise contributions and action within our Missions.

5. Finance Comments of the Executive Director Corporate Services

5.1 The Executive Director Corporate Services has been consulted and has no comments to add.

6. Legal Comments of the Borough Solicitor

6.1. There are no legal implications arising from this report.

7. Environmental Implications

7.1 There are no direct environmental implications arising from this report.

REPORT ENDS

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Work Programme 2024/25 and Action Tracker	
REPORT OF: Executive Director Corporate Services	
FOR SUBMISSION TO: Resources and Corporate Performance Scrutiny Committee	DATE: 12 November 2024
<p>SUMMARY OF REPORT</p> <p>This paper provides an outline of the 2023/24 work programme and provides an update on actions requested at previous meetings of the Committee in the Action Tracker.</p> <p>LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION:</p> <p>No documents that require listing were used in the preparation of this report</p> <p>CONTACT OFFICER: Osian Jones Head of Corporate Strategy London Borough of Camden Five Pancras Square, 5 Pancras Rd, London N1C 4AG osian.jones@camden.gov.uk</p>	
<p>RECOMMENDATION: The Resources and Corporate Performance Scrutiny Committee is asked to</p> <ul style="list-style-type: none"> i. Consider its work programme for 2024-25 and propose any amendments; and ii. Note the Committee's Action Tracker 	
<p>SIGNED: Jon Rowney, Executive Director Corporate Services</p> <p>DATE: 25 October 2024</p>	

1 Introduction

- 1.1 This paper provides an outline of the Resources and Corporate Performance Scrutiny Committee 2024/25 work programme, including the agenda items for the remainder of the year. The Committee is asked to review the contents of the work programme and provide their views on what the Committee may wish to discuss during the 2024/25 municipal year.
- 1.2 The paper also presents an update on progress in following up on actions from previous meetings at Appendix B.

2 Terms of reference

- 2.1 The Committee was set up with the following terms of reference:
 - To scrutinise the strategic and corporate policies and performance of the Council.
 - To assist the Cabinet in the development of the Council's annual budget (capital and revenue) and to review and scrutinise the Council's performance in relation to overall budgetary management.
 - To scrutinise the provision, planning, financing, management and performance of the Corporate Services Directorate (excluding parking operations), and any other Council functions not otherwise addressed by any other Scrutiny Committee.

3 2024/25 meeting dates

- 12 November 2024
- 9 December 2024
- 14 January 2025
- 25 February 2025

4 Suggestions by Committee Members

- 4.1 The work programme should be informed by the corporate priorities of the Council, the priorities of the relevant portfolio holders, and issues raised by our communities.
- 4.2 At previous meetings, the Committee and the Chair have suggested items for the Committee to consider at future meetings. Suggested items will be programmed for the work programme for the year 2024/2025, included at the end of this report.

5 Scrutiny Panels

- 5.1 The Committee can form scrutiny panels to look at more specific areas under its remit. These are task-and-finish panels and should be established with clear terms of reference and target date to report back to the main Committee.
- 5.2 The Committee is constitutionally limited to one panel at a time, and co-ordination of Panels should be agreed by the Joint Chairs of Scrutiny Committee to ensure effective use and co-ordination of resources across all scrutiny committees.
- 5.3 Resources and Corporate Performance Scrutiny Committee does not currently have an operating Panel.

6 Legal comments of the Borough Solicitor

- 6.1 The Borough Solicitor has been consulted and has no comments to add.

7 Finance comments of the Executive Director Corporate Services

- 7.1 The Director of Finance has been consulted and has no comments to add.

8 Environmental Implications

- 8.1 There are no environmental implications arising from this report.

9 Appendices

Appendix A – RCP Work Programme 2024/25

Appendix B – Action Tracker

REPORT ENDS

12 November 2024	Other Report <ul style="list-style-type: none">● Camden's Partnerships Strategy● Camden's Missions Approach
9 December 2024	Pre Cabinet <ul style="list-style-type: none">● Review of the Camden Medium Term Financial Strategy● Council Tax Support 2025/26 Other Report <ul style="list-style-type: none">● Insight, Learning and Impact Report - Quarter 2 2024-25
14 January 2025	Pre Cabinet <ul style="list-style-type: none">● TBC Other Report <ul style="list-style-type: none">● Annual Report of the Cabinet Member for Finance and Cost of Living● London Borough of Camden Annual Complaints Report 2023/2024● Update on the Camden Council website and citizen experience● Update on debt transformation and income maximisation

25 February 2025

Pre Cabinet

- TBC

Other Report

- HR Annual Report
- 2025/26 Revenue Estimates and Council Tax Setting
- Community Investment Programme (CIP) – CIP Annual Report 2024
- Update on Camden Council communications

This page is intentionally left blank

Resources and Corporate Performance Scrutiny Committee action tracker 2024/ 2025

Meeting Date	Item	Action	Action Of	Status
15 JULY 2024	HOUSING OMBUDSMAN ANNUAL COMPLAINT HANDLING AND SERVICE IMPROVEMENT REPORT AND COMPLAINT HANDLING CODE SELF-ASSESSMENT - LONDON BOROUGH OF CAMDEN 2023-2024	Look into whether publishing cases of maladministration when they occurred, rather than waiting for the annual report, could be an option.	Service Manager – Information Governance	Complete
	2024/25 UPDATE ON THE COUNCIL’S MEDIUM TERM FINANCIAL POSITION	Provide the Committee with information of the support available for those who received fixed penalty notices and could not afford to pay them.	Head of Finance, Corporate Services	Complete
	INSIGHT, LEARNING AND IMPACT REPORT – QUARTER 4/END OF YEAR 2023-24	Provide members with the actions taken to engage voters for the general election and the information given on how to vote.	Head of Corporate Strategy and Cabinet Office	Complete
		Provide information to Members on the timescale of the canvass.	Head of Corporate Strategy and Cabinet Office	Complete
8 OCTOBER 2024	TREASURY MANAGEMENT ANNUAL REPORT AND MID-YEAR STRATEGY	Provide further detail for the Capital Financing Requirement figure for 2028/29 found in Table 3 of the report, noting that the	Director of Finance	Complete

		figure for this year was lower and seemed to go against the trend for the other years.		
12 NOVEMBER 2024				
9 DECEMBER 2024				
14 JANUARY 2025				
25 FEBRUARY 2025				