

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Our We Make Camden Missions Approach	
<b>REPORT OF</b> Director of Strategy, Design and Insight	
<b>FOR SUBMISSION TO</b> Resources and Corporate Performance Scrutiny Committee	<b>DATE</b> 12 <sup>th</sup> November 2024
<p><b>SUMMARY OF REPORT</b></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><b>Local Government Act 1972 – Access to Information</b> 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"> <li>• <a href="#">Camden Renewal Commission Report – 2021</a></li> </ul>	

- [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](#)

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**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)<sup>1</sup>”.

- 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 solutions<sup>2</sup>

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<sup>1</sup> [https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp\\_policybrief\\_07\\_getting\\_serious\\_about\\_value.pdf](https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp_policybrief_07_getting_serious_about_value.pdf)

<sup>2</sup> [https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp\\_policy\\_brief\\_09\\_missions\\_a\\_beginners\\_guide.pdf](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 report<sup>3</sup> 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.

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<sup>3</sup> <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><b>Diversity</b> - 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><b>Young people</b> - 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><b>Food</b> - 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><b>Estates and neighbourhoods</b> - 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>