

Delivering We Make Camden:

# Developing The Way We Work Programme



# Aims of the programme

Everyone working at Camden ought to know and feel that their day-to-day work helps achieve the ambitions set out in We Make Camden.

But we're all experiencing a significant gap between our ambitions and how we operate — this is only natural as we embrace a different approach, but requires deliberate action to close.

We need to create the context and conditions in which people are supported to do their work with an increasing degree of trust, autonomy, and proactivity — and to clarify the expectations and role of leaders and managers in embedding and nurturing this throughout the Council.

With the initial activity in the programme we want:

- Leaders across the organisation to work with their teams to connect the purpose of their individual roles and that of their service with Camden's overarching ambitions;
- Heads of Service to understand and feel accountable for Camden's approach to change;
- Employees to feel an even greater sense of connection to their purpose and each other to foster working in partnership;
- Staff to forge stronger and deeper connections with residents and feel able to put people over process;
- To clarify the extent to which all staff have power and permission over their own work.

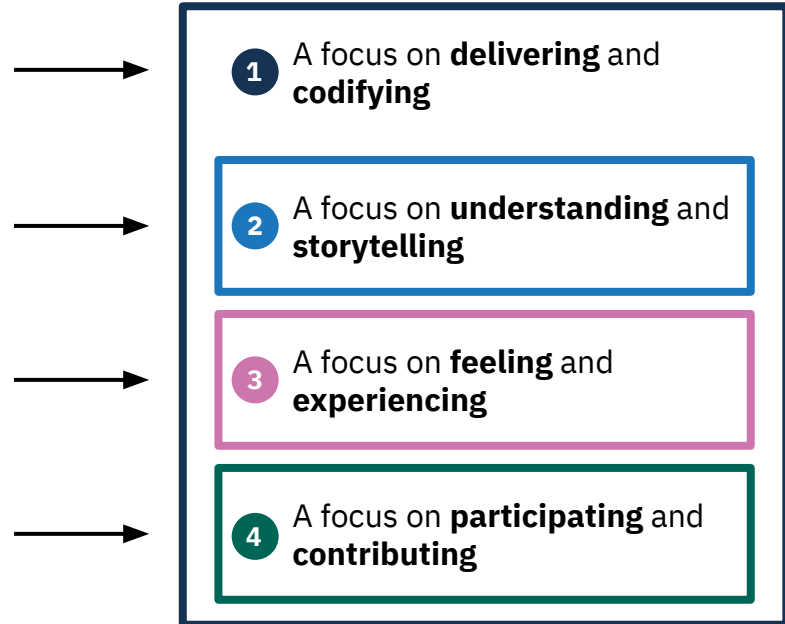


# Framing TWWW programme

Our initial focus needs to be on:

1. A more programmatic approach which combines the benefits of top-down direction and bottom-up participation;
2. To give teams and individuals the knowledge and building blocks to articulate their role and responsibility within We Make Camden;
3. To create widespread belonging and psychological safety in which the benefits and excitement of changing ways of working can be felt beyond a minority;
4. To create very practical assets to help all teams and individuals to engage in, and contribute towards, our adoption of a mission-oriented approach.

This gives us a framework to help prioritise, drive delivery and evaluate progress:



# The wider, federated approach

The Way We Work is held centrally as both a growing library of support and a programme of activity, maintaining a leadership rhythm as we develop the framework, the practical tools and guidance, and wider offer.

EDs and DMTs own and connect to a local vision and means of operationalising within the context of their services.

So there are 4 layers to consider as we progress:

1. Everyone / organisation-wide
  - This may draw in where we want to see consistent culture change through the adoption of things like the Data Strategy, the partnerships approach, etc.
2. Directorate-level
3. Services / teams / professions
4. Individual / day-to-day task-level



# Our immediate focus & outcomes

	Questions people will be able to answer	Initial focus
A focus on <b>delivering</b> and <b>codifying</b>	<ul style="list-style-type: none"> <li>How do we meaningfully involve a range of staff in setting the priorities and direction of this work?</li> <li>How do we know our efforts are having the right impact?</li> </ul>	<ul style="list-style-type: none"> <li>Distillation of clear and memorable values and asks</li> <li>Conversations with services as we move towards understanding and storytelling</li> </ul>
A focus on <b>understanding</b> and <b>storytelling</b>	<ul style="list-style-type: none"> <li>What are the goals set out in We Make Camden?</li> <li>What does this mean for my directorate / my service / my team / my project / my work?</li> </ul>	<ul style="list-style-type: none"> <li>Internal comms</li> <li>Support to Heads of Service in visualising and narrating work</li> <li>WMC Partnerships</li> </ul>
A focus on <b>feeling</b> and <b>experiencing</b>	<ul style="list-style-type: none"> <li>What is constructively changing in terms of how my work is talked about / planned / designed / delivered / evaluated / prioritised?</li> <li>What skills and behaviours should I be developing?</li> </ul>	<ul style="list-style-type: none"> <li>Setting minimum expectations for line management, personal development, team meetings, service planning, etc.</li> <li>Lead Professional model</li> <li>WMC skills framework</li> </ul>
A focus on <b>participating</b> and <b>contributing</b>	<ul style="list-style-type: none"> <li>How do I share feedback on what is or isn't working?</li> <li>How do I contribute ideas?</li> </ul>	<ul style="list-style-type: none"> <li>Space for colleagues to share experiences, suggestions and to troubleshoot;</li> <li>WMC fora/workshops for all staff; Simple English comms for citizens on WMC and TWWW</li> </ul>



# Our immediate priorities

## A focus on **delivering** and **codifying**

### TWWW governance & support structure

Putting a forum and rhythm in place to direct the programme of activity as well as overseeing and advising the wider portfolio of organisational change activity, inc. Citizen Experience Standard, Data Strategy, etc.

### TWWW in Housing

Developing and delivering the culture change needed to underpin a long-term, sustainable housing transformation. Part of this will be trialling and informing the 'federation' of TWWW into other directorates and services.

### MTFS x TWWW

Early consideration of how the next MTFS process can be done in a way which supports the values and wider approach of TWWW. May also consider a mission-oriented approach to financial / adaptive business planning.

### Constitutional Review Viability Assessment

Understanding the extent to which the constitution might be amended to provide greater clarity and embed modern valued and approaches whilst assessing if and how any changes might best be made.

### Reporting Discrimination Hub

Launching and supporting the establishing of the Reporting Discrimination Hub as an exemplar of alternative, staff-driven safe spaces which entrench the Council's goal of greater inclusion and belonging.

### Inclusive Innovation Network refresh

Considering the focus and model of the IIN now it's part of the Council's wider learning & development programme.

### Imagination Activism CoP

Continuing to explore and embed the role imagination skills can play in our work by launching a community of practice to support the further development of existing imagination activists and draw in other members of staff.

### Centre for Collaborative Practice

Working with the new Director of Relational Practice to pilot the 'lead practitioner' model, beginning with the relational activism and tighter resident-officer working successfully embedded in CSC.

## A focus on **participating** and **contributing**

## A focus on **understanding** and **storytelling**

### We Make Camden Friday Stories

Modelled on the CSC Friday Stories, these light, weekly case studies showcase the teams and individuals putting the values and approaches in WMC and TWWW into practice.

### Employee Experience Review

In participation with staff, reviewing the employee lifecycle, including pivotal life events, to determine where we focus our time and effort to make the most significant difference to our employees' working lives.

### "Pause & Reflect" Campaign

Encouraging staff to consider the broader implications when a situation or task doesn't feel right, with some content going externally as well to humanise services with residents and show how we interact with one another.

### Connecting Cabinet to Leadership Journey

Starting with a Cabinet CMT Away Day on 7th March, familiarising Members with the Camden model of leadership and reframing senior political and officer engagement to help realise its wider advantages.

### "Pause & Reflect" Support

Building on the support already in place so that when an incident does occur, resident-facing staff feel able to manage the risk whilst caring for themselves and that accountability for resolution is clear.

### SLG Leadership Development

N.B. The last SLG session could be a call to action around communicating and connecting teams and services to WMC further in preparation of a wider internal engagement campaign

### Building Org. Coach Capacity

Training an initial cohort of internal staff to deliver and support the wider rollout of the Camden leadership model.

### SC Heads of Service

Leadership development in Supporting Communities, also beginning to integrate the model into recruitment & line management.

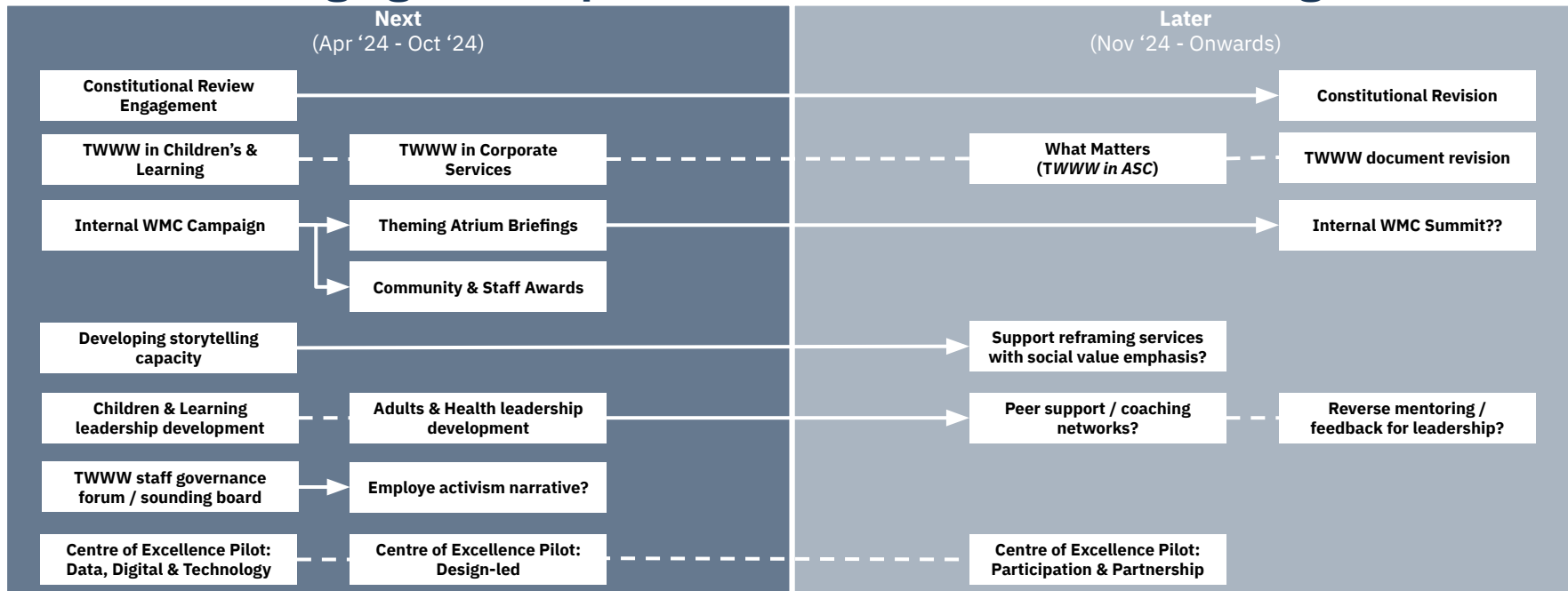
### DMT Reflection Sessions

Regular DMT reflection sessions to practice & embed the new leadership model.

## A focus on **feeling** and **experiencing**



# The wider, emerging TWWW portfolio (based on current knowledge)



## Ongoing

### Progression

- Tracking Internal Progression
- LGBT Equity
- Local Talent Pool
- Mentoring
- Strategy Family Capability Framework

### Inclusion

- Reporting Discrimination Hub
- Inclusive Recruitment
- Trauma Support Delivery
- Developing & Coordinating Staff Networks

### Investing in Operational Excellence

- Core Universal Systems Access
- Data Strategy
- Improving core systems and processes

### Citizen Experience Standard

Neighbourhoods

### Housing Transformation

Adults Early Help



# Immediate next steps

- Continue meetings with EDs & Heads of Service to talk through the federated model
- Mapping out the end of SLG leadership work and leading that into the ask of SLG in progressing TWWW
- Determining the long-term skills and resource required for the delivery of the programme, including some sort of programme management / secretariat support
- Present next level of detail at CMT on 7th February

