

Camden's Economic Renewal Commission

Commissioner Welcome Pack

July 2020



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The Commissioner Team

And why we're excited to work with you

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Professor of Epidemiology and Public Health at UCL

For his expertise on health inequality and the social determinants of health

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Programmes Director at the Roundhouse

For her expertise in creativity and the role the cultural sector can play in young people's lives

Athian Akec

Member for Camden of the UK Youth Parliament

For his expertise on Camden issues, youth representation and the challenges of knife crime and climate change

Ann Phoenix

Professor of Psychosocial Studies at the Institute of Education at UCL

For her expertise on social identities, young people, racialisation and gender

Farhana Yamin

British lawyer, public speaker and climate activist

For her expertise on environmental issues, climate change and social activism

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Chief Executive of Camden Town Unlimited

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Spoken word performer, recording artist, social commentator

For his expertise on the role of artistic expression, work on art, culture and public value, and social activism

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Co-founder of Public Practice

For her expertise in the built environment and questions of culture, diversity and inclusion

The Commissioner Team

And why we're excited to work with you

Christine Foster

Chief Commercial Officer at the Alan Turing Institute

For her expertise in big data, artificial intelligence and it's real world application

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For his expertise in entrepreneurialism, the tech sector and growth

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For her expertise in the grassroots organising, work with community groups and families

An introduction to Camden 2025

Camden has a proud, rebellious spirit that throughout its history has seen communities come together to tackle problems, and to bring about real social change.

Camden 2025 sets out our vision for the borough in 2025, a place where everyone contributes to our shared goal of achieving a safe, fair, creative and active community.

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

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

Engagement and the development of Camden 2025 and Our Camden Plan

During autumn and winter 2017/18, thousands of local people, including residents, community organisations, businesses and other partners, came together to discuss what Camden should be like in 2025.

We knew that achieving the long-term vision for Camden would require the Council, local organisations, community groups and residents to work together – so engagement work aimed to develop a sense of shared endeavour and explore the roles organisations and residents can play in making Camden a better place for everyone to live in 2025.

This included piloting new approaches to resident involvement, creating the space and opportunity for more deliberative discussions and encouraging collaborative working. As part of this work we set up Camden's first Citizens' Assembly – a broadly representative group of residents, who came together over three months, to begin to explore some of the tough challenges facing the borough and the role of the Council, residents and other organisations in overcoming them. This was in addition to a host of engagement activity, including a series of joint engagement events with VCS organisations, opportunities to engage at libraries, online via social media and a dedicated online forum, dedicated events for businesses, and through our community researchers.

At its core, this initial phase of engagement explored:

- The borough's strengths, including a sense of shared values
- Challenges facing the borough, future areas of focus and roles and responsibilities
- Ambitions for Camden in 2025.

The results of these discussions helped to develop a new community vision for the borough – Camden 2025 – where everyone contributes to achieving a safe, fair, creative and active community.

Alongside this, we also developed Our Camden Plan – a plan for how we as an organisation will play our part in achieving the ambitions of Camden 2025.

You can understand more about the vision that Camden set for 2025 in the [full paper here](#).

Camden 2025 in Action

To Love is to Act - Relational Activism in Public Service

Camden's adults and children's social work teams have been national leaders in a model of service that "locates energy in the collective and uses relationships as the locus for change". The work also centres the role of love, action, liberation and justice in public services seeking to improve people's lives.

Examples include Camden Conversations, where parents with lived experience of child protection led an enquiry into local child protection practices, "Full Circles" in which parents, community leaders, neighbours are trained as community organisers and facilitators and come together to provide mutual support and aid, and "Family Group Conferencing" which draw in the resources of families and communities to support children and adults at risk.

Camden Youth Safety Taskforce

In response to an increase in youth violence, the Youth Safety Taskforce began in November 2017 and has continued to work as collaborative partnership between the Council, young people, community leaders, schools and organisations to make Camden a place where all young people feel and are safe. The Council through the Taskforce is committed to taking a holistic and trauma-informed approach to tackling youth safety, seeking to address the root causes including inequality and poverty, exclusion and injustice. The Council's youth services employ young people with experience of the criminal justice system to review our services and lead policy development, and organise regular "Shout Outs" where young people come together to talk about issues important to them and design responses to them.

Think and Do

Building on our Citizens Assembly, we were keen to ensure that dialogue and collaboration remained at the heart of our approach to tackling the climate emergency in Camden. Working with community groups and activists we launched the Think and Do in Kentish Town as a community space for grassroots action focused on the climate and ecological emergency. It has been an incredible and inspiring success, and has taught the Council and communities more about how to work as equal partners. It has brought together campaign groups, schools, social enterprises, Council officers and citizens, and we are seeking to use this as a model for participation and engagement around issues including renewal and recovery.

Covid-19 Disproportionality Programme

We recognise that this pandemic has not caused harm equally. It has caused disproportionate harm to people with long-term health conditions, the low-paid and precariously employed, people living in overcrowded conditions, people without a stable home, people whose work puts them at risk of infection. All of these criteria are correlated with poverty. The pandemic has made clear and exacerbated existing structural inequalities that have disproportionately affected people from black, Asian and minority ethnic groups. In response to emerging evidence, Camden Council launched a programme of work focused on the disproportionate impact of Covid-19 and how the Council can do all it can to highlight these inequalities, use its powers to address them and seek to influence national policy. This work is ongoing.

An introduction to Mission-Oriented Policy

The Camden Economic Renewal Commission will be developed in line with the framework of mission-oriented policy developed at the IIPP. The challenges targeted by the Commission are by their nature big, bold, difficult, and complex. To make these challenges achievable, they must be broken down into pragmatic steps. IIPP calls these missions; concrete targets within a challenge that act as frames and stimuli for innovation. Using missions to drive policy means focussing less on sectors and more on problems that matter to all.

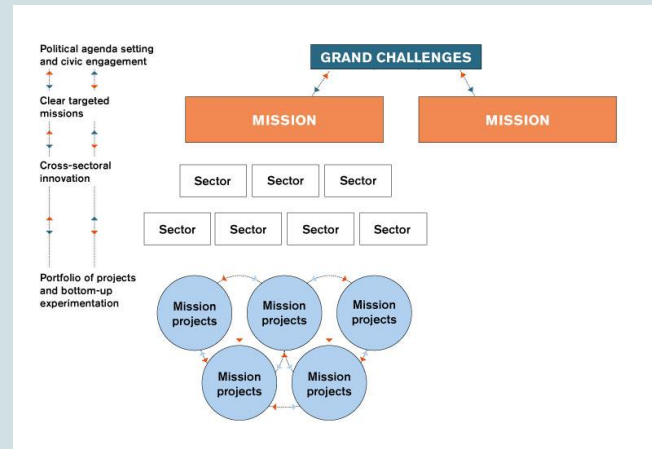
By setting the direction for a solution, missions do not specify how to achieve success. The right answers are not known in advance. Rather, mission-oriented policies stimulate the development of a range of different solutions to meet grand challenges and reward those actors willing to take risks and experiment. Through well-defined missions that are focused on solving society's most important challenges, policymakers can determine the direction of growth by making strategic investments across many different sectors.

So how do you go from a challenge – like good jobs - to a mission? The mission must set clear objectives that can only be achieved by a portfolio of projects and supportive policy interventions, for example removing plastic waste from the oceans may require new design regulations, material standards, and removal technologies that require innovation projects from artificial intelligence and self-guidance to bio-plastic digestion.

We have set out five criteria for the development of missions – 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

This approach will form the framework for the policies and interventions to be developed by the Camden Economic Renewal Commission.



Ways of Working

These ways of working will be discussed, amended and agreed at the first formal Commission meeting in September to develop a terms of reference.

The Commission's key ambitions

The Commission's central aim is to support economic and social renewal in Camden. Specifically, it aspires to support the development of a thriving local economy; the transition to a zero-carbon economy; create good work for all our residents; and develop a welfare system that works.

To do so, the Commission will take a mission-led approach to designing practical policy interventions that drive renewal, and convene a wide range of partners to further economic renewal locally and nationally.

For further detail see the Economic Renewal Commission's 'Call to Action' manifesto.

Your role as a Commissioner

As a Commissioner, we seek your expertise to:

- Shape the mission of the Commission through your policy and practical expertise
- Shape the development of thinking about specific policy interventions to drive renewal
- Support thinking about key cross-cutting issues including health inequality and civic participation that determine both what we focus on, and how we act

Practically, this will involve:

- Preparing for and participating in four Commission meetings between now and February 2020, each 3 hours in length, either all remotely or with remote access due to current physical distancing measures.
- Being accessible to the secretariat to support development of policy thinking about your area of expertise, with an expectation of two in depth conversations outside of formal Commission meetings.

Status of the Commission

The Economic Renewal Commission (ERC) is a discussion, consultation and policy generating forum for the purpose of giving expert strategic guidance, critical challenge and policy input from a variety of perspectives.

The Economic Renewal Commission is independent from Camden Council and is not a formally constituted decision-making group in terms of Council policy. The Council welcomes and will respond to ERC advice on areas of interest to economic renewal.

Chairing arrangements

The ERC will be co-chaired by Cllr Georgia Gould, Leader, London Borough of Camden, and Mariana Mazzucato, Director of the Institute for Public Purpose at UCL.

Ways of Working

Decision making

In line with the role of Commissioners providing expert advice and critical challenge, Commissioners will be consulted on final recommendations from the ERC but will not be required to formally ratify or agree to them. This responsibility sits solely with the co-chairs.

Record of meetings

Council officers will facilitate the ERC, take the minutes of ERC meetings and support the efforts of any working groups or activity outside of main Commission meetings.