

Developing renewal missions in Camden

2021



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Foreword

In September 2020, a group of Camden community activists, business owners, academics and organisational leaders came together under the banner of the Renewal Commission to begin a conversation about what life beyond the COVID-19 pandemic could and should look like – how we could not just go back to the way we were before, but take forward the lessons of the pandemic, the inequalities it laid bare, and build a more equal and sustainable society.

We couldn't have imagined then the challenging context in which that conversation would continue. The course of the pandemic worsened, and two lockdowns followed in an attempt to control it. The loss of life and human cost of the virus increased.

Living through and responding to this pandemic has taken a huge toll on our community. In spite of this, the energy to look to the future and imagine a more just and inclusive society has remained.

We've been inspired by the people in Camden setting up food co-operatives, showing the power of community collaboration and leadership to bring dignity and sustainability to meeting people's local food needs. Businesses and community groups in Camden have come together as neighbours to support their local community, such as the partnership between Urban Community Projects and Local Globe in Somers Town, which has seen collective skills and resources be used for local benefit.

This work is testament to the power of what local places can achieve when the needs, values and priorities of the community are front and centre.

The grand challenges of our time – inequality and climate crisis – are experienced at a local level. The experience of the last 18 months has made clear why centralised planning and roll out of policies will simply not be enough to ensure our renewal from the pandemic addresses these challenges. Local places understand the nuance of how they are experienced and are home to the relationships and networks in which new ideas can be fostered. Around the world, cities and municipal governments are recognising their role and responsibility to lead change – as evident in the role of municipalities in [ensuring health equity is at the heart of the delivery of national vaccination rollouts](#). In the UK, local places have shown ingenuity in spite of decades of central government austerity to continue to serve their communities: from [East Ayrshire](#) and [Pembrokeshire's](#) work to transform relationships with their communities to [Kirklees](#)' approach to homelessness.

Here in Camden, we have a unique opportunity to play a leading role in the global conversation about what locally led renewal looks like. We are home to the UK's leading innovation district, world-leading universities including University College London and Central Saint Martin's, and cultural institutions such as the British Museum and British Library. Companies based here contribute in excess of £43 billion in Gross Value Added (GVA) per year (larger than Manchester and Birmingham combined). Camden is also a place where, next door to this enormous wealth, 40 percent of children grow up in poverty and we have some of the highest rates of homelessness in the country. It is home to citizens who speak over 130 languages with a radical history of civic action and people powered movements.

Over the last year, this inspiring, diverse community has begun to work together on what our renewal looks like. Galvanised by four 'missions' to tackle the social and economic inequality that challenges our borough, we have begun to seed new collaborations, partnerships and creativity to create a more equal, sustainable future.

Foreword

This report captures Camden's work to take a new path forwards that brings together the ideas, strengths, tools and efforts of people from across Camden – aligned around clear, ambitious missions. This work will align the Council's full range of policy tools to help achieve these missions – and develop new tools where they're needed. This mission-oriented approach is a fundamental departure from traditional, centralised and siloed approaches to solving policy challenges.

To achieve Camden's missions for renewal, we need to orient all of Camden's innovative ideas, assets and partners around them. We invite you to join us on that journey.



Councillor Georgia Gould and Professor Mariana Mazzucato
Co-chairs of Camden's Renewal Commission



Introduction: It's time to renew – not just recover

The COVID-19 pandemic has shown starkly the cost of health and social inequality.

Black, Asian and other ethnic residents and poorer communities are more likely to catch COVID-19 and more likely to lose their lives when they do. This didn't happen by chance. It is a result of long-term, structural social, economic and health inequalities. And the economic consequence looks no better — the jobs that have been most at risk through the crisis are the most insecure and the lowest paid. Work isn't a protection against poverty – 14% of UK families with children have experienced food insecurity since March 2020.¹

This moment is a once-in-a-generation opportunity to turn the suffering and loss of the last 18 months into a coalition for lasting change. We can't go back to where we were before; the story of the crisis in Camden shows the real cost of an unequal society and economy that was not serving people or planet. But the experience of the pandemic has also shown the power of places and communities, and their ability to lead change and the creation of a more equal society.

In autumn 2020, a group of commissioners representing Camden's resident, voluntary sector, business and academic communities came together to develop practical solutions to help create a fair, sustainable society.

In response to what they heard from residents in Camden, the Commission developed a set of 'missions' to guide Camden's renewal:



Borough-wide diversity in positions of power

By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow



Opportunities for young people

By 2025, every young person has access to economic opportunity that enables them to be safe and secure



Access to food for all

By 2030, everyone eats well every day with nutritious, affordable, sustainable food



Sustainable neighbourhoods

By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity

¹ The Food Foundation, Food Insecurity Tracking, Sept 2020

Introduction: It's time to renew – not just recover

Over the last year Camden residents, businesses and the Council have been coming together to imagine what it would look like to achieve these missions, develop ideas for how to get there and start to test out ideas on the ground. In the next phase of implementation, further work will be done to sharpen mission targets, ensuring that they are clear, measurable, ambitious and achievable.

This has included a series of mission 'summits', community conversations and the creation of a 'We Make Camden' citizen-led grant to support people to take forward their ideas to achieve the missions. Simultaneously, the Council has launched a set of mission projects to help achieve the missions and learn more about the barriers that need to be tackled. Mission projects are now underway to put budgets under direct control of estates and communities, to give young people leadership on the design of developments in public spaces and the structure of employment support, and to diversify school governing bodies and charity trustee boards – to name just a few.

All this work has demonstrated a new, long term, collaborative approach to achieving ambitious missions for Camden – and a way of embracing the complexity inherent in tackling long-term, systemic challenges.

What do we mean by a 'mission'?

Powerful change can happen when people from across the public and private sectors come together to achieve a shared goal. The collective response in Camden to the pandemic has been testament to this. Neighbours, community groups and local businesses have come together to make sure no one goes hungry, to tackle loneliness and to support each other. We want to channel this same spirit of collective action and shared endeavour into addressing some of the borough's most pressing challenges, and into building a fairer, more sustainable Camden for everyone.

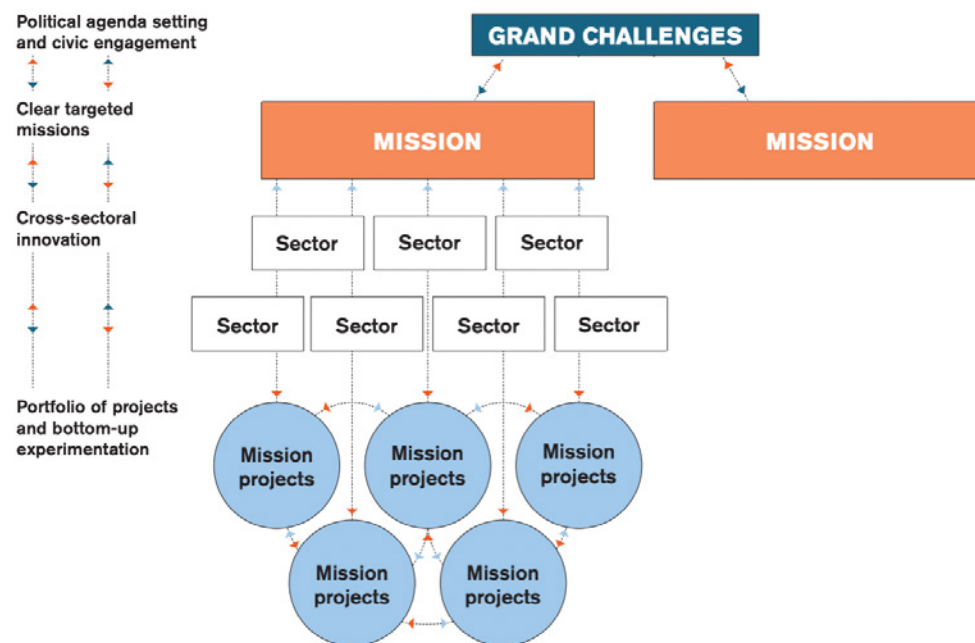
The Commission has used a missions-based approach to innovation – an approach developed and pioneered globally by the Institute for Innovation and Public Purpose (IIPP) at University College London. The approach takes grand challenges, which are by their nature big, bold, difficult and complex, and breaks them down into 'missions' around which people can collaborate, innovate and create together. In doing so, it shifts the focus away from thinking about 'who does what' within the status quo, and towards a shared understanding of collective problems that can be worked on together.

This approach starts with a broad challenge. Specific, concrete missions are identified to tackle different aspects of this challenge. The solutions are not prescribed in advance: the ideas, assets and efforts of diverse stakeholders and sectors are engaged to develop a portfolio of bottom-up solutions. The logic of this approach is described on the following page.²

² Mariana Mazzucato, *Mission Economy*, 2021 and Mariana Mazzucato and George Dobb, *Missions: A Beginner's Guide*, 2019

Introduction: It's time to renew – not just recover

Figure 1. From broad societal challenges to mission projects
Mariana Mazzucato, *Mission Economy*, 2021



Read more about what missions are, and how IIPP are leading in establishing this approach across the UK and internationally in [Appendix, Section A1](#).

What do we mean by a ‘commissioner’ and what role did they play in developing the missions?

The Camden Renewal Commission was set up by Camden Council and University College London’s Institute for Innovation and Public Purpose (IIPP) and brought together the talent and energy of the many people and organisations that make up Camden to tackle inequality at its source.

The Commission was established to bring a diverse set of voices together, with different perspectives, to share ideas on how Camden could approach its post pandemic renewal.

The commissioners represent Camden’s community, voluntary sector, business and academic community to work on developing practical solutions to help create a fair, sustainable society and address the inequalities we have in Camden. The Commission first met in September 2020, and is co-chaired by Councillor Georgia Gould, Leader of Camden Council, and Professor Mariana Mazzucato, founder of IIPP.

To find out more about the commissioners and their work, see [Appendix Section A2](#) and [A3](#).

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Developing Camden's missions

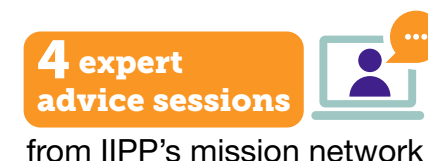
Mission-oriented innovation cannot be top-down. It must inspire and harness the full creativity of citizens to tackle problems as urgent as climate change, rising inequality or the challenge to establish more caring societies.” – Mariana Mazzucato, ‘Governing Missions in the European Union’, 2019

*“I really believe that there is **so much potential in people**; if only we could give people a little bit of money so that they have the time to do what they want for their communities, we would see extraordinary changes.” Camden resident Shelia H, in their story for ‘Isolating Together’ by Karishma Puri.*

Developing Camden's missions has been a collective effort that has involved partners and residents from across the borough. It has built on the collaborative borough response to the pandemic – where organisations, communities and citizens come together and be active in ways never seen before. This work has happened under the banner of We Make Camden – recognising that this isn't the work of the Council, or one organisation alone – but of us all as a borough. Outlined below are some of the types of activity that have contributed to the development of the missions.

Collaborative work of the Camden Renewal Commission

Commissioners have met regularly over the last year to help shape and steer the approach to mission development. They have engaged with and critiqued the evidence base on which the missions have been set, developed ideas and approaches for taking forward the missions that draw on their diverse local, regional and national perspectives, and provided expert advice on how to develop policy and large scale in a more distributed, collaborative way.



Developing Camden's missions

Community led conversations and imagining about what achieving the missions would be like

Community partners, small grassroots organisations and local partners have led conversations and community events around the themes of the missions. For example, Fitzrovia Youth Action and Small Green Shoots led a Youth Summit, and Cooperation Town and Ryhl Primary School have convened the community around the food mission. You can see a visual write up of the food mission discussion in Appendix. This culminated in a 'week of community action' in September 2021, which involved pop up community events around the mission themes, panel discussions, community calls to action through social media and partner pledges. For more information see the [We Make Camden website](#).

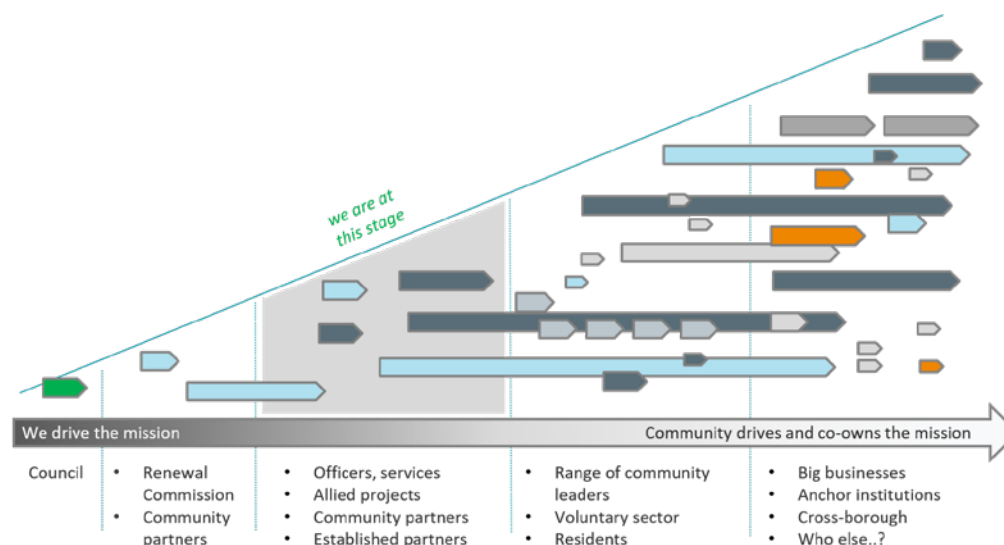
The development of We Make Camden, a participatory platform for citizen activity

An important part of the approach was making everyone had fair access to take forward their ideas for achieving the missions. The Council has worked with Camden Giving to create an offer of support for members of the community who want to take part in social action through the [We Make Camden Kit](#). The kit includes funding, access to space and relationships, and support with safeguarding and other important areas of due diligence and governance. A participatory grant-making approach, where a panel of Camden residents make the decisions, is used to allocate funding and support. The Council has funded Camden Giving to establish a Community Interest Company to oversee the fund, so that support, advice and money can be provided to individuals and informal groups who want to take action to achieve the missions.

Partner activity and pledges of support

Partners are leading their own mission related activity. This includes, for example, commissioner Saul Klein and Local Globe hosting 'black out days' focused on anti-racism and breaking down barriers to success in the tech industry, and commissioner Michaela Greene and the Roundhouse developing new offers of support for young people wanting to develop a career in the creative sector. To read more about some of this activity see the [We Make Camden website](#). Other partners such as UCL have [pledged](#) their public support to working together to achieve the missions.

The activity above is only the beginning of the journey towards achieving the missions. Over time the intention is for more people from across Camden to collaborate on achieving these missions together.



The missions for renewal

The Commission's initial stage of work was focused on gathering evidence and hearing from residents about what they see as the grand challenges facing the borough, including stories describing the impact of the pandemic and the community response to these challenges.

The missions respond directly to what we heard from communities and their political representatives as issues of critical importance:

Addressing systemic racial inequality and racism.

Meeting people's basic needs with dignity and humanity, with a particular focus on food.

Addressing the generational impact of the pandemic.

The importance of place and space in enabling people to live well.

Camden's **four** renewal missions are:



Borough-wide diversity in positions of power

By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow



Opportunities for young people

By 2025, every young person has access to economic opportunity that enables them to be safe and secure



Access to food for all

By 2030, everyone eats well every day with nutritious, affordable, sustainable food



Sustainable neighbourhoods

By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity

With these missions, we are setting a direction and an ambition for Camden to transform by 2030. The missions will help the borough to build a fairer, more sustainable society and economy that works for all, and to create a more equal borough where there is opportunity for everyone.

Four missions, built on one common set of values

The missions are articulated as four separate goals, but they are intrinsically linked to each other. They are all built on three key values for the type of change they seek to achieve in the borough:

Equity

Participation

**Shared
Ownership**

The missions for renewal

The missions represent complex challenges, where borough-wide, cross-sectoral partnerships and a focus on long-term policy and systemic interventions are key. They were developed with IIPP's features of successful missions in mind:

1. They are **bold, inspirational** and have **wide societal relevance**
2. They have a **clear direction**: targeted, measurable and time-bound
3. They are **ambitious but realistic**
4. They feature multiple, **bottom-up solutions**
5. They are cross disciplinary and enable **cross-sector innovation**

The ambition is for the missions to create a reason for different sectors to collaborate and do new things together – achieving things that alone wouldn't be possible. For example, the food mission aims to bring together the 'food economy' (such as food production, hospitality, and retail), housing, employers, and place shaping. Food is also a way of expressing identity, history and culture, and part of social connection and relationship building. The mission is intended to bring together these different sectors, which most often operate in isolation, to foster greater collaboration and new activity.

Further work will be done to ensure that the missions have measurable, time-bound and ambitious but realistic targets.

The missions for renewal

By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity.

*"The extent of people's participation in their communities and the added control over their lives that brings, has the potential to contribute to their psychosocial well-being and, as a result, to other health outcomes... The creation of healthy, sustainable places and communities [goes] hand in hand with the mitigation of climate change."*³ **Sir Michael Marmot, Camden Renewal Commissioner**

The call to action

We know that life can be different depending on where you live in Camden. Our health and opportunities are directly impacted by where we live: the services we access, the places we meet others, the way we travel, the quality of air we breathe, and our sense of safety and belonging. What would it look like if the places we live in enabled us all to live happy, healthy, fulfilling and sustainable lives?

COVID-19 highlighted the extent to which where we live directly impacts both our health and the environment. The challenge for us – as a Council, as communities and partners across the borough – is to make our estates places that are designed with and for the people that live in them.

The places we live in should be platforms that support everyone to be healthy, to achieve their well-being and self-fulfilment and, collectively, to meet and exceed our climate action goals. We need to do all of this with the conscious intention to also respond to the climate crisis and build sustainable places to live for the future.

This is about creating and developing healthy and sustainable places and communities in which people can take forward their ideas and ambitions – be it the public spaces we inhabit, or the connections that we build within them.

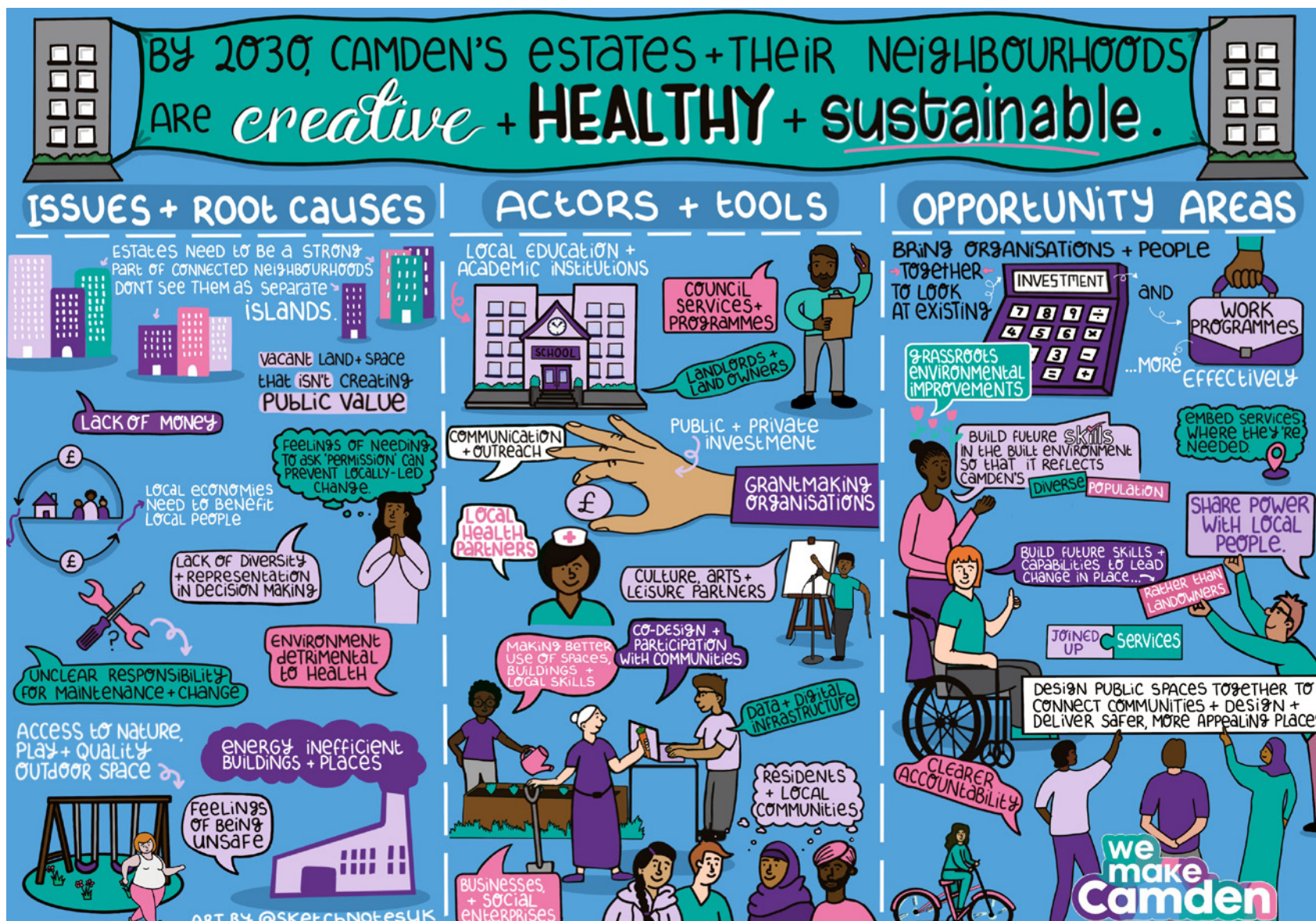
"There are a lack of opportunities and informal spaces where residents can work, talk or play together. Such activities could improve belonging and mental health." **Neighbourhood Assembly at Hilgrove Estate**

"89% of 16-18 year olds say they've never been asked their opinion on the future of their neighbourhood." **Social Enterprise 2-3 Degrees**

³ The Marmot Review, Fair Society, Healthy Lives (2010)

The missions for renewal

What we think is involved in achieving this mission



The missions for renewal

Imagine if... in 2030 everyone living on an estate in Camden felt their home enabled them to live well, and these homes were sustainable for the future

If we were to achieve this...

Central government would be... funding essential retrofit works to housing stock; funding sustainable transport infrastructure; devolving funding and decision making to a local level

Local government would be... increasing resident control of the places they live; bringing public realm and underused spaces into community use; delivering a programme of retrofit to its housing stock; increasing sustainable transport connection between estates and their neighbourhoods; using its role as a landlord to reduce health inequality

Partners in the borough would be... creating community and entrepreneurial opportunity on estates; being good neighbours to the estates and communities they are based within and helping to deliver on the mission objectives

We'll know we're making progress by measuring things like

Better air quality, less pollution, and more social action around climate initiatives

Increased number of accessible spaces for people to come together, be creative and develop skills

More people involved and engaged in designing and improving the places in Camden that they live

Services and support designed and delivered locally, by local people who know their needs best

Greater support and opportunities for active travel, outdoors activity and community connectedness

The missions for renewal

Examples of activity that is already underway in this mission area

Case study: underused and un-loved spaces on estates

A programme is underway to transform Camden's under-used spaces on estates into productive, social value use. This responds to acute inaccessibility or lack of availability of community, social enterprise and SME spaces in the borough – and the potential they have to create public value and be a key piece of social infrastructure.

A discovery phase has been completed to review the types of spaces which could be brought into social value use. This includes estate community spaces, garages, MUGAs, undercrofts, pram sheds and some commercial units. Test business cases are now being developed for a portfolio of different types of space, requiring different levels of intervention and with a range of potential uses.

Case study: increasing community ownership on estates

The Council, in partner with community organisations in the borough, is testing new approaches to increase community ownership and decision making on estates. These projects are at an early and experimental stage, and will change and adapt based on the insight gathered through the initial work.

Increasing participation in how budgets are spent

Alongside a series of estate assemblies, arts and other local activity, the Council is working on an estate to test new ways to give residents greater control over the decisions made and budgets spent in their estate.

Exploring what community centres of the future might look like

As part of the development underway on the Maitland Park Estate, residents are co-producing a new model for the community space on the estate, looking at its design and how it is managed to achieve the greatest social benefit for the estate within a sustainable financial model.

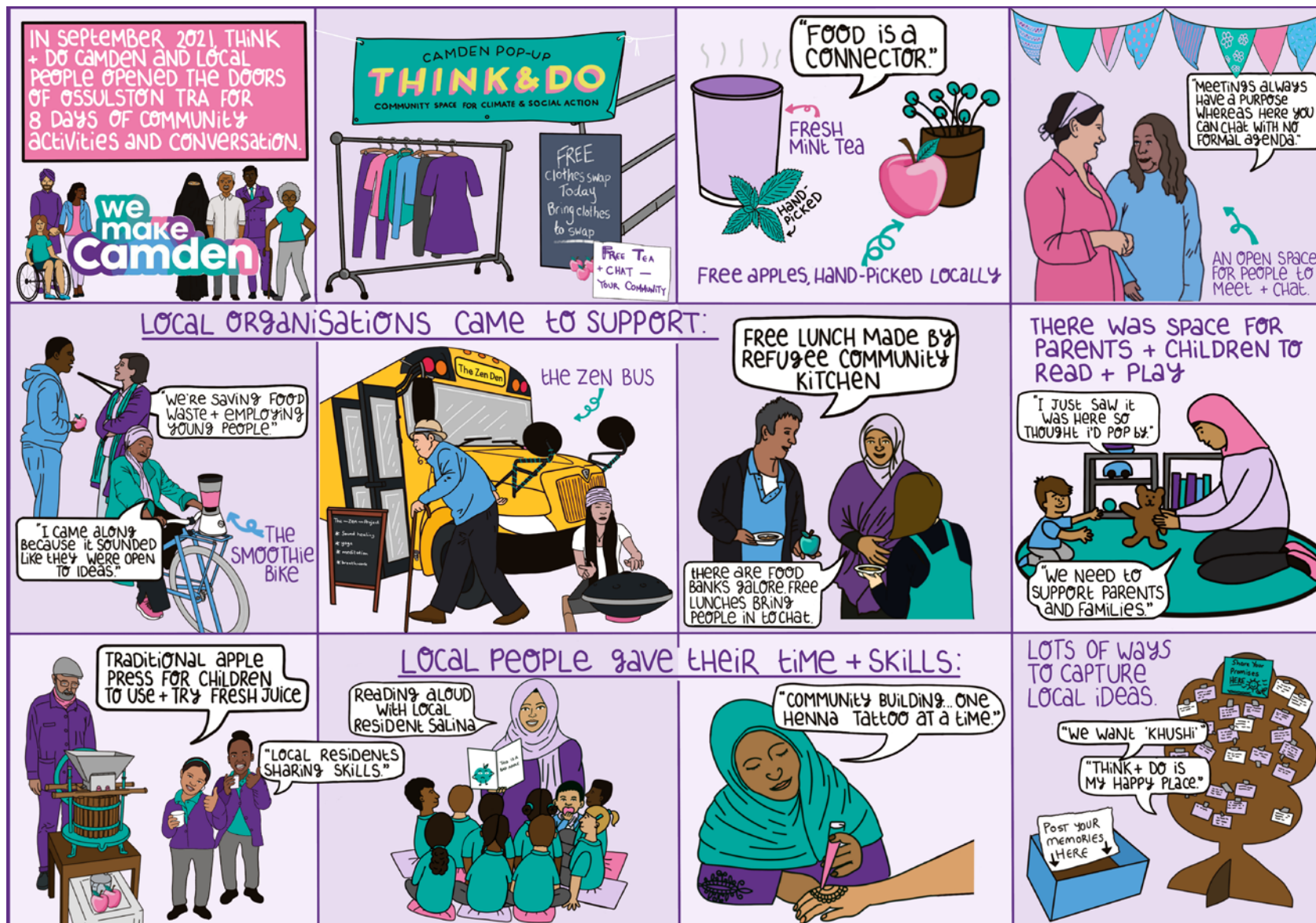
Community co-design of public realm

Council officers have been working alongside Walls on Walls and local residents at Denyer Estate to use creativity to explore how physical changes to the estate can make it feel a safer, more positive place. Urban designers are working with local people using art and creativity to consider changes such as creating an entrance to the estate and alternative community uses for hidden spaces which lend themselves to drug dealing and anti-social behaviour.



The missions for renewal

Community Action on Ossulston Estate: case study



The missions for renewal

By 2030, everyone eats well every day with nutritious, affordable, sustainable food

“Food poverty is all around us... when I think of the year 2020 – what I will really remember is the scandal of acute food poverty, and how its shameful prevalence could no longer be hidden.” Camden residents Dan and Juliet, in their story for ‘Isolating Together’ by Karishma Puri.⁴

The call to action

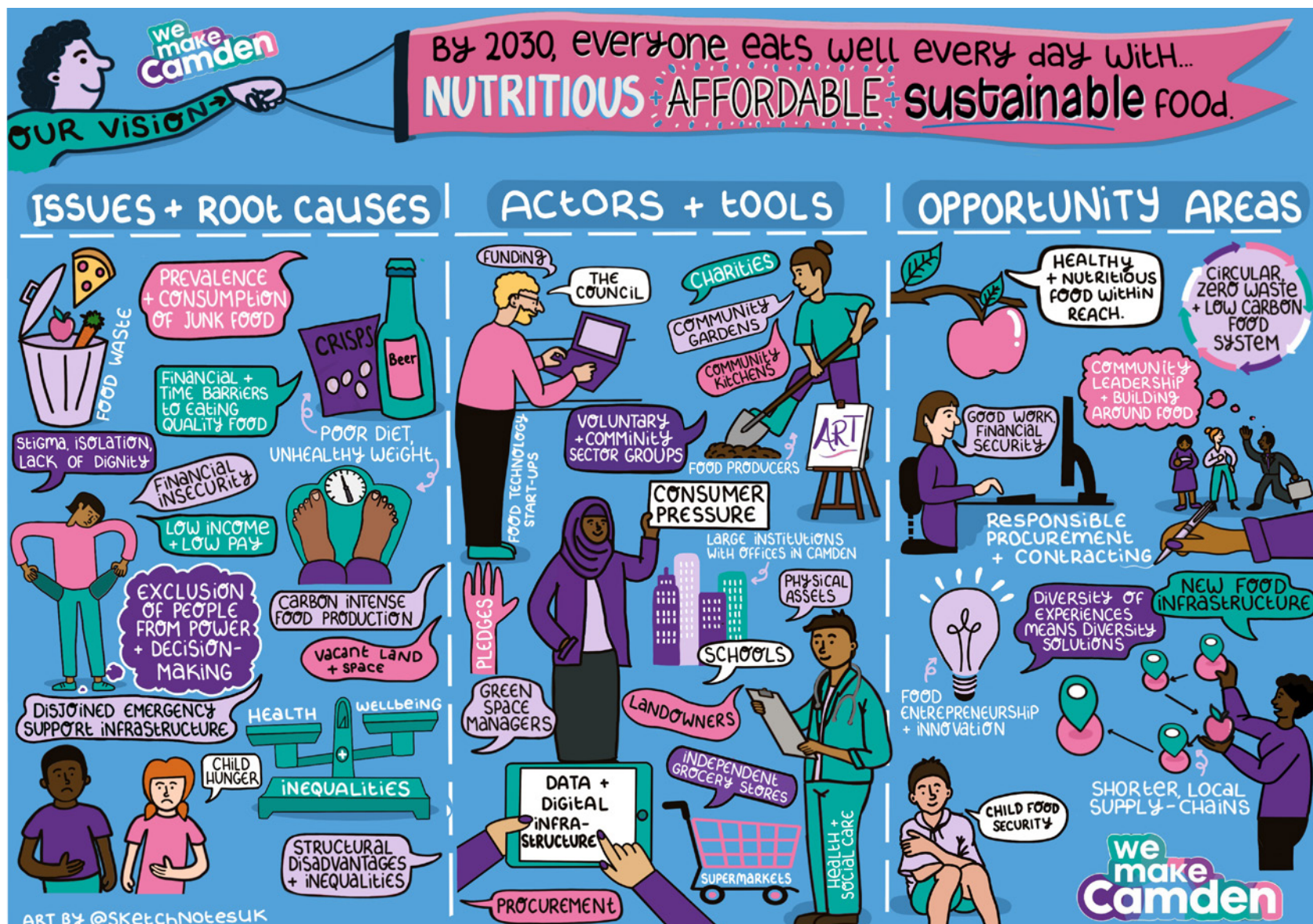
What if we lived in a borough where everyone ate a healthy, nutritious and sustainable meal every day? Where food supply chains are sustainable and create local opportunities? And where food nourishes us to lead long, healthy and happy lives and helps sustain the planet?

A growing movement of people in Camden are working towards a future where everyone has dignified access to healthy and nutritious food every day. We want to create a future where food has a fundamental positive impact on everyone’s wellbeing – and can do so long into the future.

We know that to do this we need to tackle the deep-rooted causes of food insecurity – including good quality work, housing, and decent pay. According to 2018 figures, one in four Camden pupils receives free school meals. Food insecurity was exacerbated and accelerated by the pandemic, with more than 21,000 food parcels delivered by the council and partners.

The missions for renewal

What we think is involved in achieving this mission



The missions for renewal

Imagine if... in 2030 every person in Camden ate well every day, with good quality food that they could afford and that is good for them and the planet

If we were to achieve this...

Central government would be... providing a high-quality system of welfare support with the core set of universal services needed to participate fairly in society; using its levers to create more sustainable national food supply chains; ensuring minimum wage and benefits provide a sufficient standard of income to prevent poverty

Local government would be... supporting the diversification of local and affordable food infrastructure through its role as landlord and planner; ensuring the sustainability of its own food supply chains; shaping the local labour market to ensure fair access to good quality work

Partners in the borough would be... providing good quality work; creating high quality, diverse food options in the borough; ensuring the sustainability of their food supply chain,

We'll know we're making progress by measuring things like

Reduction in malnutrition and obesity

Increased geographical spread of affordable food providers

Reduced need for crisis food provision

Increased understanding of carbon emissions from food and availability of lower carbon options

Increased financial security

The missions for renewal

Examples of activity that is already underway in this mission area

Case study: developing a food co-operative infrastructure

Cooperation Town have developed a set of resources for people to set up food co-operatives including a starter pack to make the process as easy and accessible as possible. Cooperation Kentish Town now working to establish a food co-op hub - this will be a space to store large scale supplies and provide a number of communities with ingredients. The community led effort to create this co-operative infrastructure is part of an effort to move away from food banks-based provision of food support, and instead experiment with alternative delivery models – with a focus on principles of dignity and empowerment. Funding will be available for a community worker who, in partnership with Cooperation Town, will work on enabling a network of co-ops across the borough. There are strong links here with the work to bring vacant assets into use for public benefit and support the delivery of mission aims.

Case study: creating the data infrastructure required for new collaborations around a shared goal

As part of the response to the pandemic, the Council and voluntary sector partners worked together in a closer way than ever before – and learnt how to share data safely in order to enable better collective decision making and build shared intelligence in the borough. Building on this work, a team funded by the Ministry of Housing, Communities and Local Government is working together to better understand and share how mutual data sharing across organisations can support the Food Mission. The team have conducted user research with VCS partners to gain feedback on its propositions and co-create prototypes of a new approach for leveraging data. The aim is to improve the effectiveness of VCS organisations and council services, further strengthening relationships between key organisations to deliver the Food Mission.

Case study: developing a 'find food' platform for Camden

In the run up to the winter holiday period 2020, voluntary sector partners and the Council came together to try and tackle two issues related to food insecurity: meeting crisis need in the community, and people finding and connecting to support. A digital platform was developed with partner organisations across the borough (<https://findfood.camden.gov.uk/>). The work also produced a shared [data and insights map](#) for partners and organisations across the borough to use to better understand need. As a result of this work there is now a better working relationship of partners who are providing food, alongside an up-to date picture of capacity to deliver.

The missions for renewal

By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation are ready to follow.

“In the Top 3 [Chairs, CEOs and CFOs] roles of the FTSE 100... [there] is only one more ethnic minority individual since our analysis began in 2104. At this rate of change, one leader every eight years, it would take until the year 2237 (216 years) until ethnic minorities were proportionately represented (13%) at Top 3 level” ⁵.

The call to action

What if we lived in a borough where our leaders were representative of Camden’s many diverse communities, and where young people from underrepresented communities were better supported on their leadership journeys?

There is a growing movement of people in Camden leading transformational change in representation, inclusion and equality. We want to imagine, design and create a future where people from all ethnic backgrounds in Camden are represented in leadership roles and positions of power across the borough.

For too long, race and ethnicity has been a barrier for progression in the workplace and in society. A 2021 report by the Fawcett Society found that, while women made up 6% of CEOs of FTSE 100 companies and 35% of civil service permanent secretaries, not a single one of these were women of colour.⁶ A report by the Association of Chief Executives of Voluntary Organization’s (ACEVO) found that of the largest 500 charities by income, only 5.3% of people in senior leadership roles were black, Asian or from another ethnic background – and only 2.25% black, Asian and other minority ethnic women.⁷

⁵ Green Park, Business Leaders Index 2021: FTSE 100 (2021)

⁶ [The Pay and Progression of Women of Colour - A Literature Review](#) | The Fawcett Society

⁷ ACEVO, Racial Diversity in the Charity Sector (2018)

The missions for renewal

What we think is involved in achieving this mission



The missions for renewal

Imagine if... in 2030 business, voluntary and public sector boards had the racial and ethnic diversity that makes up Camden's population

If we were to achieve this...

Central government would be... collecting nuanced census data; diversifying the civil service and executive agencies; using its procurement levers to influence its supply chain; increasing democratic decision-making power in local and national decision making

Local government would be... diversifying its boards and decision-making processes to make them truly inclusive; working with partners to develop best practice; creating a truly inclusive educational environment and curriculum that develops skills for future leadership; redistributing power in the local system

Partners in the borough would be... developing and nurturing diverse talent; creating inclusive work and decision-making environments; have clear, transparent plans in place to make this change

We'll know we're making progress by measuring things like

Diversity in leadership at different organisational levels for protected characteristics

Recruitment and retention of diverse people to governance boards in the borough

Use of inclusive practice in recruitment for formal and informal roles in the borough

The missions for renewal

Examples of activity that is already underway in this mission area

- A new framework for diversifying school governorship has been developed, in partnership with 11 Camden schools and informed by interviews with Camden residents.
- A group of anchor institutions, including Google, UCL and the British Library, have been convened by Councillor Abdul Hai to agree a set of shared commitments and actions to help achieve the mission
- A group of young black activists in the borough have been working together, supported by the Council, to tackle disproportionality in the education system and in policing
- Camden Learning have worked with Black Curriculum to diversify the curriculum in the borough, ensuring it represents Camden's community

Case study: diversifying governorship, trusteeship and board membership

A piece of work to increase diverse ethnic representation on governing bodies across schools in Camden is underway, and the Council has been gathering insights to understand the challenges and barriers exacerbating the current lack of representation. **19 interviews** have been completed from across **11 schools** in the borough to inform an evidence base and stimulate a case for change. These have been used to develop a framework for diversifying school governorship, which was 'launched' at the school governors' conference on 16 October 2021.

The early stages of a discovery phase of work is being scoped to take learning from this work and understand the relevance to boards in other sectors, including businesses and charities.

Case study: developing an anchor institution collaboration to drive forward the mission

In November 2021, a group of Camden anchor institutions, including academic, tech and health organisations, came together with Camden residents and voluntary organisations to discuss what they could do together to achieve the diversity mission. Ideas included opening up institutional spaces in the borough to Camden's community, safe spaces for Black, Asian and other ethnic leaders in the borough, commitments to anti-racist training at a leadership level and across organisations, and collaborative networking and mentoring approaches. This group will reconvene to take this initial ideas into action.

The missions for renewal

By 2025, every young person has access to economic opportunity that enables them to be safe and secure.

The call to action

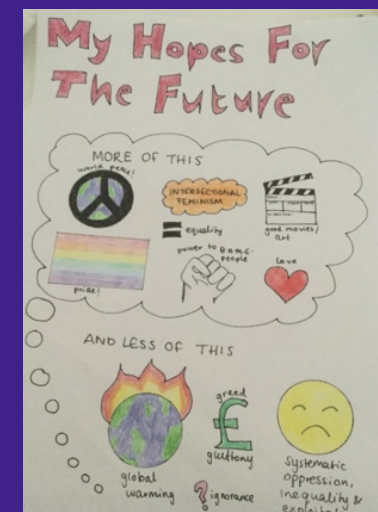
What if we lived in a borough where every young person had access to opportunities that make them safe and secure? Where young people's talents and ambitions translate into secure employment or entrepreneurialism, and where young people form a wide network of relationships that support them to grow and develop into their adult life?

Camden is home to huge opportunities for young people, with sector-leading public services, a rich community of youth activities, and exciting global and local employers. And yet, not all young people have access to these opportunities – or can translate their ambitions and talents into opportunities that help them to be safe and secure.

This mission calls for a new transgenerational contract to unlock opportunities for young people in Camden – and enable young people's creativity and civic agency to make change happen in the borough.

We want to create a borough where every young person can access and create opportunity – regardless of their background or identity. We know that 16 to –24-year-olds have been disproportionately affected by the fall in employment caused by the pandemic, and that black young people have been particularly affected⁸. Now is the time to act to reverse this growing inequality.

Young people, businesses, the council and other partners must work together to make this happen. Camden's vibrant community and its arts, technology, business and academic sectors can together create the space, resources and opportunities for young people to realise their full potential and shape how they want to live – now and in the future.



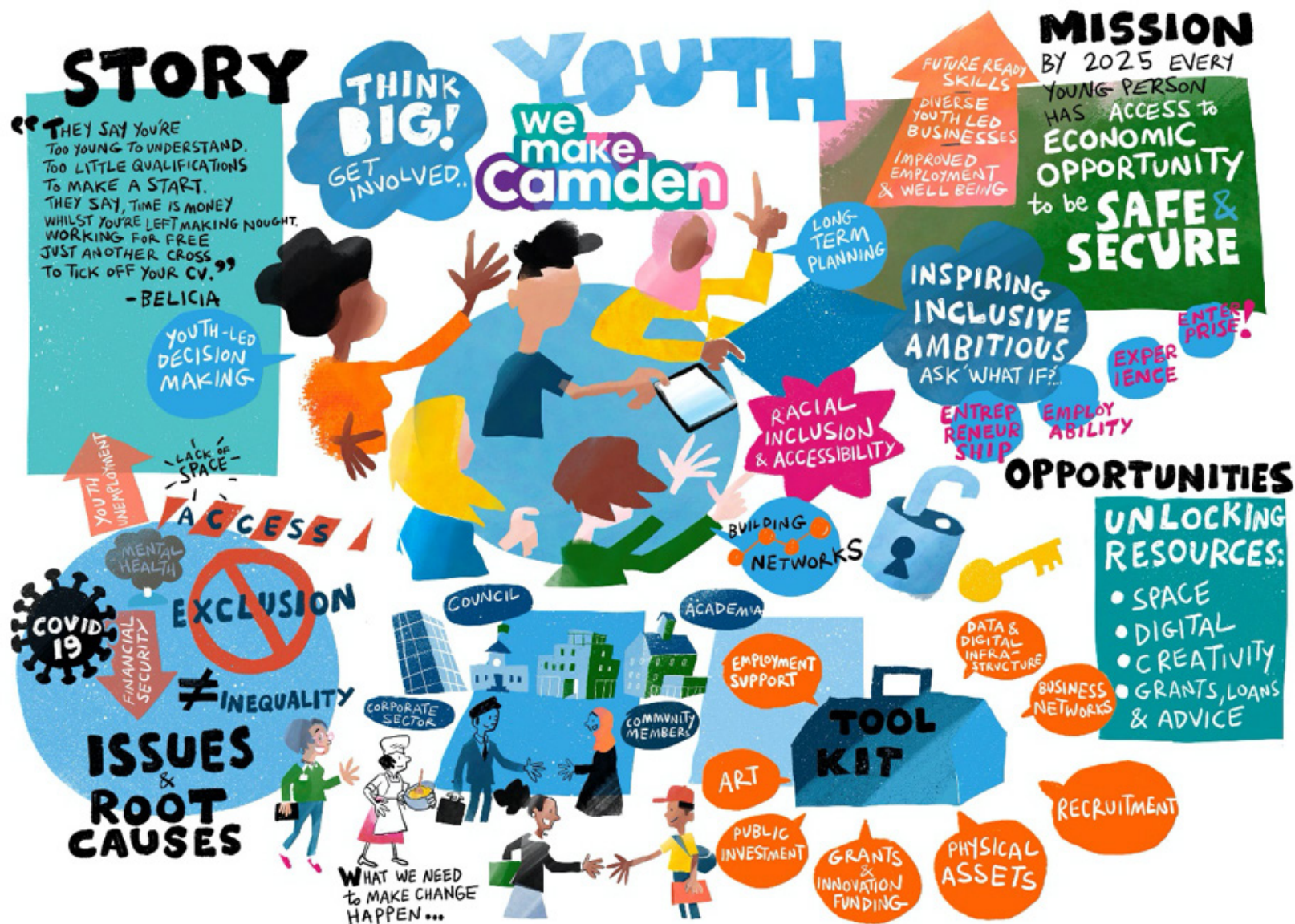
By Kaia for the Holborn Community Association Virtual Gallery



By Aerynne for the Holborn Community Association Virtual Gallery

The missions for renewal

What we think is involved in achieving this mission



The missions for renewal

Imagine if... in 2025 every young person aged 16-25 is in work, training or education, and/ or receives the compensation they need for their caring responsibilities

If we were to achieve this...

Central government would be... ensuring further education has sufficient financial support for students; diversifying training routes into and at work; providing a high-quality system of welfare support with the core set of universal services needed to participate fairly in society

Local government would be... offering a single, coherent entitlement of opportunities to young people aged 16-25 for work, training or education; working with local partners to offer this package of opportunities; using its supply chain to create opportunities for young people including, for example, apprenticeships

Partners in the borough would be... offering training, work experience, apprenticeships and employment to young people; supporting young people to develop their networks, creativity and social skills

We'll know we're making progress by measuring things like

Decrease in youth unemployment rate

Increase in diverse youth led business in the borough

Improved mental health of young people

Increase in future ready skills in Camden's young people

Increase in financial security for young people

Decrease in inequality of outcomes for young people

The missions for renewal

Case study: Youth Services Review

A new Camden Youth Offer for young people aged between 13 and 18, and up to 25 for young people who have a learning disability, is under development. The Offer will encompass a broad range of services accessible to young people – sport, leisure, music, arts



and culture as well as employment and training. The review covers the Council's own provision through the Integrated Youth Support Service as well as that provided by the voluntary community sector, leisure centres, libraries, art centres and parks/green spaces. The review is currently in the engagement stage, with workshops taking place and survey results being collected and analysed

Case study: Young Citizen Scientists shaping the redevelopment of Euston

Good Life Euston is a Citizen Social Science project which aims to understand, from a resident perspective, what the ingredients are for a good life in the Euston area. Ultimately the intention is to create a set of measures that can be adopted by the partners involved in the regeneration of the Euston area.

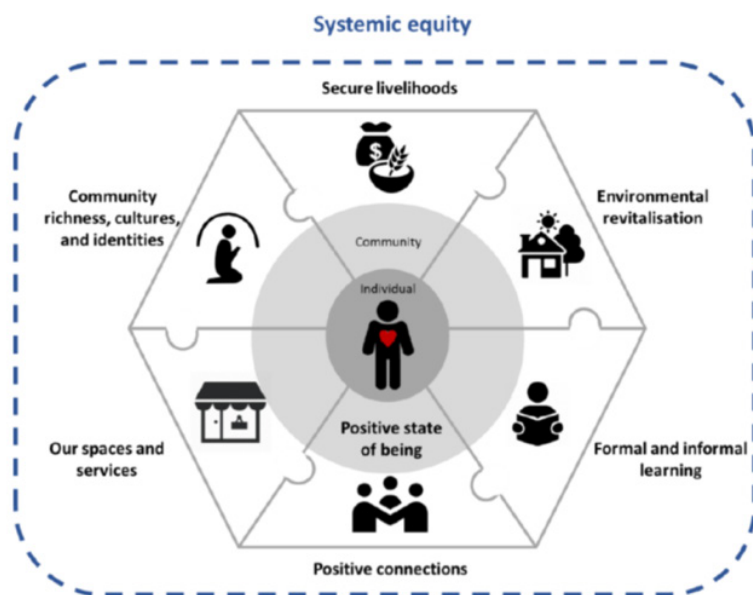
The partners for the research are Camden Council, Camden Giving, The Institute for Global Prosperity (IGP) at UCL and Lendlease.

In the summer of 2020, a group of 11 young people (aged 17 to 22) completed the first phase of the research using techniques such as walking ethnography and using photos and images to spark conversations, to start to frame the essential elements required to lead a good life in their neighbourhood.

A second older cohort of Euston residents was recruited to conduct similar research through the spring of 2021, undertaken using the same methodology. Along with researchers and analysts from IGP, the Citizens Social Scientists (CSS) have analysed the research and created a model of the Good Life in Euston (see below).

The missions for renewal

This work will be developed into a set of measures to track the impact of the Euston redevelopment and help secure good outcomes for local citizens. This approach has significant potential to inspire other developments across the borough, showing the value of involving young people and their neighbours and the power and impact that this involvement can have on people's lives.



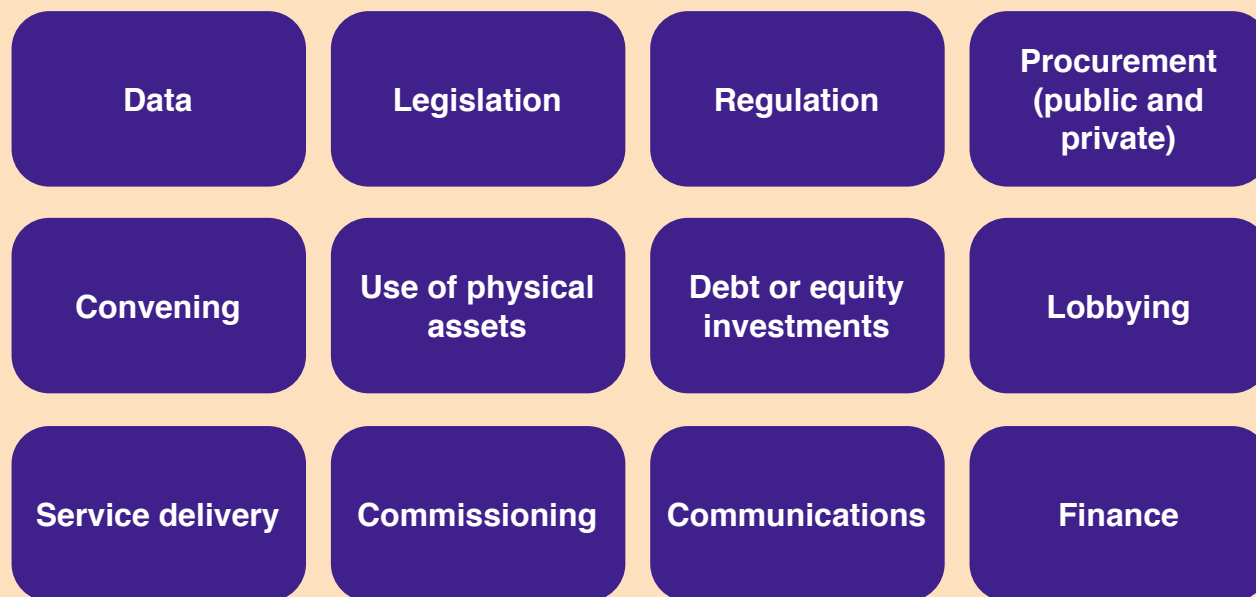
In the words of young citizen scientist Suryah Miah:

"What working with the Good Life Euston Partnership gave us was the chance to speak to those in senior positions and make sure they take action based on real experiences in the community."

The missions for renewal

The tools for creating change and achieving the missions

Achieving the ambitions set out in the missions will require making best use of the collective resources, assets and tools for change in the borough. In addition to the ideas, activities and energy of individuals and communities across Camden, this might include tools held by public, private and non-profit institutions, such as:



The missions for renewal

The Renewal Commission has looked at the [existing levers available to the Council](#), which includes many of the above, such as:

- **Public procurement:** the Council spends about £430 million a year on procuring from third party suppliers. Local authorities have an obligation under the Public Services (Social Value) Act 2012 to consider how a proposed procurement might improve the economic, social and environmental well-being of the local area. The priorities for social value sought through procurement have huge potential to further progress towards the missions.
- **Data:** the Council has access to a large amount of data about life in the borough that can help inform effective decision making. This can be used to create value public value – for example, the Council used this data to develop a track and trace programme in response to the Covid pandemic. Data can also be used and to support different people to come together and work towards shared outcomes – such as the Council’s work to create a shared [data dashboard](#) with Voluntary and Sector Community Partners about resident need in the borough, so that they can best respond together as a group of partners.
- **Convening:** the Council’s role in the borough and its relationships with the community, voluntary organisations, businesses, anchor institutions and other partners means it can play a unique role in convening multi-disciplinary groups. The collaborative work that has underpinned the development of the missions is testament to the impact that convening people around a shared goal can have – especially when that convening seeks to find common interest and embraces diversity of opinion.

However, the Council isn’t the only institution with tools to create change in the borough. Other institutional actors also hold important tools for change:

- **Physical assets:** there are many spaces and places within the borough that are owned or controlled by private organisations that could be used for greater public value. For example, kitchens and storage spaces within offices that are unused at the weekends, that could be used by community groups or entrepreneurs looking for access to space.
- **Procurement:** the Council is not the only large public or private organisation that procures goods and services. A shared set of public value priorities (such as the missions) for procurement in the borough could bring significant local public value.

Different partners have the ability to effect change in the mission areas in different ways because they have different tools available to them – whether that is space that could be used for community benefit, purchasing power that can shape where and how money is spent, or an engaged group of people who they could mobilise to work together. The true potential of the missions is bringing together these different people, with their different abilities and methods to create influence, to work towards a common goal.

The Commission has also recognised that it is not only about using existing tools for change in new ways to help achieve the missions – in some cases, it’s also about creating new policy levers and acting in new and different ways. Below are two examples of new levers that are being explored to help achieve the missions.

In the next phase of the work, the Council needs to make use of all of its tools to help achieve the missions – for example, looking at its procurement framework for how it can support the delivery of the missions, orienting funding and service delivery towards the outcomes the missions seek to achieve, and using its convening power to mobilise new partnerships and activity.

The missions for renewal

Developing new tools for change – a case study: Community Wealth Fund

Camden is home to huge economic value, but the ability of local people to benefit from the full extent of the wealth that exists in the borough remains limited, with large disparities of wealth co-existing in local neighbourhoods.

At the same time, much of the work of the Council seeks to address the problem of inequality in the context of local authorities having limited levers to achieve large-scale economic change. The exploration of new policy tools that have a potential to create additional levers (for example, those which can stimulate positive economic change) is crucial to be able to address those complex issues.

The concept of a Community Wealth Fund (CWF) is based on the examples of sovereign wealth funds – a state-owned investment funds in which some of the wealth of the country is invested to create a dividend that can be used to benefit the country's economy and citizens. In the Camden context, work is underway to look at how some of the borough's assets and resources could be invested to create a long-term source of wealth that could be used for the benefit of local residents.

Early development of options for a Camden CWF has focused on:

- How wealth could be created for the fund
- How the fund should be designed and governed to deliver public value and be sustainable into the long term
- How wealth from the fund could be used

The Council is exploring existing options for establishing the fund, including further testing of the concept with partners, development of the objectives and creation of a compelling business case.

If deemed viable, the fund would create an additional and bold lever for leveraging and maximising the wealth of the borough to redistribute wealth and reduce inequality in Camden.

Developing new tools - a case study: Green Bonds

Local Climate Bonds, or Green Bonds, are a type of 'community municipal investment' that will allow the council to raise capital to fund specific initiatives in our neighbourhoods, from electric vehicle infrastructure to solar panel installations, where residents and investors can invest as little as £5.

For the Council, Local Climate Bonds potentially offer a source of funds cheaper than the Public Works Loan Board, along with a way to diversify the Council's funding base. Importantly, they also offer a way to engage residents in plans for decarbonisation and projects identified in the borough's climate strategy and a tangible funding route to enable wider collective action towards climate goals.

For residents, Local Climate Bonds could provide a low-risk and fixed return investment, comparable to other Government-backed investments, and a way to mobilise their savings to help tackle the climate emergency in their area.

The Council is currently reviewing a range of suitable projects to understand their viability for a Green Bonds model, and have started a formal engagement process to understand resident views about this new potential tool for change.

Taking the missions forward

“Use the missions to hold value. Use the missions to be creative. Use the missions to test and learn. Use the missions to build momentum.” – Pooja Agrawal, Commissioner, CEO and co-founder of Public Practice

The missions deliberately take a long-term horizon – between five and ten years – looking across policy and political cycles with the ambition to create long term, systemic change. Because they are looking to tackle big complex challenges, the path towards achieving them can’t be managed through a traditional programme plan and waterfall delivery approach – it needs to create the space for innovation, creativity and reflection to embed learning as new projects are experimented with and deeper understanding is developed about what works. Commissioner Pooja Agrawal describes this as working with the “messy reality” of complex, systemic change.

At their best, working towards these missions will function like building a movement – a small, allied group moving in a shared direction around a common goal that builds and grows over time. Achieving transformative change of this kind is hard – it requires accepting that no single person or group holds control or can see the whole picture. Clear and simple plans can be reassuring – but this simplicity can’t address the complexity that underpins the goals of the missions.

Building a movement also means building on the strong foundations that are already in place – where the energy is in the community, in partners in the borough, and the projects and practices that already demonstrate elements of what it would look like to achieve the missions.

Rather than suggest a programme plan for the next decade, the mission visions above capture an understanding of the challenge involved and the ideas to tackle them. Working towards the missions will increase and improve our collective understanding and ideas over time. The mission visions are intended to illustrate and unpack the challenges we face and the direction of action needed to stimulate positive change, but critically do not rigidly prescribe what that long-term action will be.

The principles on the next page recommend an approach for taking forward the missions that will help foster learning through doing, a requirement when working on complex challenges such as those set out in the missions. These principles, developed through the work of the Commission, draw on a wide range of developing literature about the principles and ways of working required for working on complex system challenges.

A new model for public sector reform

Bringing together grassroots community leadership, public sector tools (like procurement, finance and service delivery) and partner commitment demonstrates what a new model of public sector reform could look like – one that is person centred, collaborative and participative and brings to life the values that the missions are based on: increasing equity, shared ownership and public participation.

The response to the pandemic in Camden shows that reform of this nature is possible. It is what enabled the community to ensure no one was on living on the streets in the first lockdown. It is what was demonstrated by the collective response to prevent people from going hungry.

With these missions, we have an opportunity to learn from this reactive response and demonstrate what person centred, collaborative and participative public sector reform looks like when proactively tackling big societal challenges.

Taking the missions forward

Principles for taking forward Camden's renewal missions

1. Enable community leadership and ownership

No public organisation, business or community leader can drive these missions alone. The missions need collective ownership built on relationships of trust and deep collaboration. An infrastructure of support is needed for the community to take forward their ideas, particularly for individuals or smaller community groups – connecting people to assets and resources in the borough, opening up networks and breaking down barriers that can stop people from taking forward their ideas and action.

2. Develop a network of projects

Achieving the missions needs a connected set of projects that tackle the different root causes of the problem, use different levers for change, and have a bigger impact on tackling the problem because of being part of a network of projects than they could do on their own.

3. Take the missions forward by thinking and doing

The missions should be taken forward in a way that invites the ideas and creativity of communities and partners – and then tests out these ideas by putting them into practice. Delivery is the key way to learn about how to have an impact, what needs to change and what more needs to be done.

4. Take an active listening and learning approach – and learn on behalf of and with others

Understanding what works to achieve the missions, and what it means to work in a mission-oriented way, needs a disciplined approach to listening to communities and partners about what's working and what needs to change. This is learning that will help the borough to achieve

its priorities – but that can also offer learning to other places as part of a community of regional, national and international places trying to create systemic change. Camden is well placed to share what its learning and learn from others.

5. Develop mission projects with participation and inclusivity at their core

Designing mission projects in a participative way is important so that they involve the views and action of a wide group of people with different ideas and experience – and crucially, that those in Camden who have historically been less heard are enabled to bring their ideas and actions to the fore.

6. Root missions in the places where people live

Mission projects should be delivered in the places where people live their lives – their estates, homes, high streets, schools, places of work, and their routes in between. In the next phase of this work, the visions that the missions represent need to find 'homes' within physical spaces in Camden.

7. Take a bespoke approach to each mission

Each mission is starting from a different place – with different challenges, existing activity, partners and opportunities for creating change. The approach to each mission needs to be bespoke to recognise this – while making sure learning is shared across the missions and finding ways to connect projects to achieve shared mission goals.

8. Develop community governance that supports mission delivery

To build and recognise the shared ownership of the missions and ensure the missions build on the shared knowledge and expertise of different partners, the missions need to develop a collective approach

Taking the missions forward

to governance over time. This governance is best placed to be at a mission level (rather than across all missions) so that the people involved in that mission can have a direct say in how it should evolve and understand the progress that's been made.

9. Bring partners together, with the Council as a 'mission steward'

Achieving the missions needs collective action from across Camden's public sector, businesses, voluntary and community sector, anchor institutions and citizens. To support debate and collaboration between these different groups, and help spot opportunities to create greater impact, an organisation needs to convene these conversations and broker knowledge and information sharing. As leader of place, the Council is well placed to play this role.

It is important that the Council role models leadership that is humble, facilitating others to lead themselves, and aware that solutions to complex challenges will only come through the depth of relationship between different actors

10. Orient innovation funding and investment towards the missions

To maximise the potential of the mission's approach, and increase the chance of achieving the missions, public sector budget and innovation funding within the borough should be oriented towards these shared goals.

Recommendations for the Council

These principles set out the parameters to guide the next steps to achieve these missions. In addition, it's recommended that the Council:

- Deepens existing work on a shared mission outcomes framework to understand the progress towards the missions. An outcomes framework needs to be co-designed with the Camden community and express what it will look and feel like for Camden residents when the missions are achieved. This outcomes framework should be built iteratively, building on the outcomes work already completed. It should be based on 'good life' measures, building on international work such as the Sustainable Development Goals, and local work such as the Euston Wellbeing Index.
- Establishes and develops multi-disciplinary teams to take forward mission projects, and to use the Council's tools (such as procurement) to help achieve the missions. This should be informed by community-led activity.
- Facilitates annual, cross-borough learning and reflection on progress towards the missions to build a shared understanding across Camden's local system of what is having an impact and what next steps should be.
- Takes the lessons learnt from the missions and applies it to other relevant strategy development in the borough in order to maximise the impact of the learning.

Taking the missions forward

Governance of the missions

The missions have been developed by a cross-borough group of organisations and individuals, convened by the Council and IIPP. Ensuring missions are owned and governed by the communities is a key principle emerging from this work to date. The intention is that these missions will grow like a movement – involving more people and more action over time in pursuit of achieving a common goal.

This requires new forms of governance that give diverse voice and leadership to inform the direction of the missions. Different approaches to governance are beginning to be tested and developed within the missions:

Governance of funding

Participatory budgeting being tested within a mission project

Organisational governance

More inclusive forms of governance being tested through school governorship, and soon to be explored in charity trusteeship

The future of power and decision making in the borough

Being explored through the diversity mission

This requires new forms of governance that give diverse voice and leadership to inform the direction of the missions. Different approaches to governance are beginning to be tested and developed within the missions:

Within mission projects

At a mission level (focused outcomes and activity)

Across all missions (collective delivery of public value)

1. **Project level** – to explore different forms of governance that empower communities to organise, own and/or directly contribute to shaping and delivering the missions.
2. **Mission level** – to explore how partners could come together to rally for the mission and agree areas of focus.
3. **Across all missions** – to come together to share learnings and evaluate progress.

While the governance and accountability for delivery of the missions cannot sit with the Council alone, the Council has an important role to ensure it continues to test and explore new forms of governance that can positively support mission ownership and delivery and take a collaborative approach. The Council has a role in:

- Convening exchange of information and bringing together different partners
- Making existing forms of governance more inclusive and representative
- Learning from examples of shared approaches to governance and accountability from elsewhere, and testing these in practice

The ambition is that as the work on missions progresses the associated governance types and models will mature, resulting in more focus on how resources can be shared, mobilised and allocated.

Call to action: be part of a movement for change

The missions have been developed to chart a path forward from a period of growing inequality, to a future of greater prosperity for all.

The approach to developing the missions has demonstrated what it might look and feel like to work in a more collaborative, participative way towards goals that can feel hard to reach but that are of critical importance to the Camden community.

But this is only the beginning.

The work to develop missions so far has been sowing the early seeds of an approach that needs tending in order for it grow into its full potential, and for the impact of this way of working to be realised.

Now is not the time to pause but to keep going. To keep going with the collective energy of those that have been part of the journey so far, informed by what has been learnt, and with the humility that there is still lots more to learn, and much more work to be done.

The potential of what could be achieved if this early coalition of collaborators grows and deepens its work is worth the effort – and the promise of what life would be like for Camden residents if the missions are achieved is worth striving for.

To everyone that can see the role they could play in achieving these missions – no matter how big or small, whether with an idea, a tool for change, or learnings from elsewhere to offer – **we ask you to join us in the next step on the journey.**



Appendix

A1. Why have we created missions?

Powerful change can happen when people from across the public and private sectors come together to achieve a shared goal. The collective response in Camden to the pandemic has been testament to this. Neighbours, community groups and local businesses have come together to make sure no one goes hungry, to tackle loneliness and support each other. We want to channel this same spirit of collective action and shared endeavour into addressing some of the borough's most pressing challenges, and into building a fairer, more sustainable Camden for everyone.

Radical change needs original ideas and new methods of working. The Commission has used a missions-based approach to innovation – an approach developed and pioneered globally by IIPP at UCL.

The approach takes grand challenges, which are by their nature big, bold, difficult and complex, and breaks them down into 'missions' around which people can collaborate, innovate and create together. In doing so, they shift the focus away from thinking about 'who does what' within the status quo, and towards a shared understanding of collective problems that can be worked on together.

Missions deliberately don't give a programme plan for how to achieve success, given one person or group can't hold the answers to such complex challenges on their own – and because complex problems don't have clear solutions, they need creative innovation. Instead they provide an ambitious vision and call to action that can galvanise a diverse group of stakeholders to experiment, learn and strive to achieve shared goals together.

UCL's Institute for Innovation and Public Purpose has led on putting missions at the heart of innovation and growth policy globally. The approach underpins the Greater London Authority's London Recovery Programm⁹, with the programme's Taskforce defining a grand challenge and 9 recovery missions for London. The approach has also

been taken up by Greater Manchester Combined Authority to develop a clean growth mission for the region.¹⁰ Internationally, missions have been explored by the European Commission in the report called Governing Mission¹¹, and in Sweden by the Government Innovation Agency Vinnova to redesign Swedish neighbourhoods and food systems to make them healthy and sustainable.¹²

A2. What is the 'Camden Renewal Commission' and why was it established?

The Camden Renewal Commission was set up by Camden Council and University College London's Institute for Innovation and Public Purpose (IIPP) and brought together the talent and energy of the many people and organisations that make up Camden to tackle inequality at its source.

The Commission was established to bring a diverse set of voices together, with different perspectives, to share ideas on how Camden could approach its post pandemic renewal.

The commissioners represent Camden's community, voluntary sector, business and academic community to work on developing practical solutions to help create a fair, sustainable society and address the inequalities we have in Camden. The Commission first met in September 2020, and is co-chaired by Councillor Georgia Gould, Leader of Camden Council, and Professor Mariana Mazzucato, founder of the Institute for Innovation and Public Purpose at UCL. For a full list of commissioners, please see the Appendix.

The Commission was tasked with developing and testing a set of interventions for Camden to move forward from Covid-19 by drawing in ideas, best practice and opportunities for joint working from other

⁹ London Councils, London Recovery Programme

¹⁰ Greater Manchester Independent Prosperity Review, A Mission-Oriented Approach to Clean Growth (2019)

¹¹ European Commission, Governing Missions in the European Union (2019)

¹² UCL IIPP, Vinnova Case Study

public sector organisations, businesses, social enterprises and citizens.

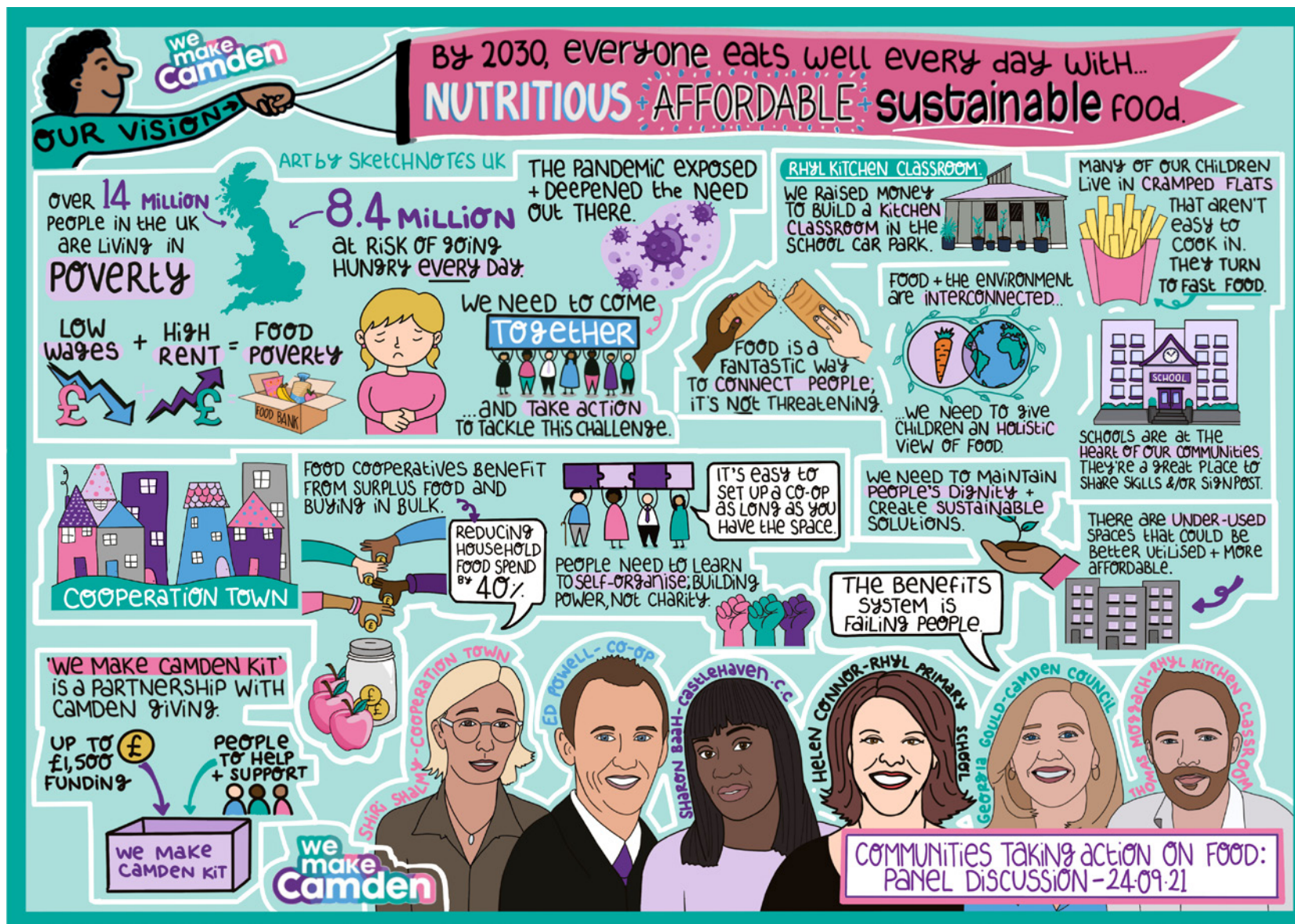
The Commission's work was taken forward through a set of missions. Rather than focusing on particular sectors, the Commission focused on how Camden could work towards bringing together the borough's collective resources to tackle societal challenges and issues which may require multiple organisations or groups to act.

A3. Camden Renewal Commissioners

The Commissioners are:

- Georgia Gould (Leader of the London Borough of Camden)
- Mariana Mazzucato (Director of Institute for Innovation and Public Purpose at UCL)
- Pooja Agrawal (CEO and co-founder of social enterprise Public Practice)
- Athian Akec (Member for Camden of the UK Youth Parliament)
- Michaela Greene (Partnerships and Impact Director at the Roundhouse)
- Kate Bell (Head of the Rights, International, Social and Economics Department)
- Sadia Farah (Director, First Step Action)
- Christine Foster (Chief Commercial Officer at The Alan Turing Institute)
- Alexis Keir (Director of Elfrida Rathbone Camden)
- Saul Klein (Founding Partner at LocalGlobe and Latitude Ventures)
- Marcel Levi (during time as commissioner - Chief Executive of University College London Hospitals)
- Sir Michael Marmot (Professor of Epidemiology and Public Health at UCL)
- George Mpanga (Performer, Artist and Social Commentator, also known as George the Poet)
- Ann Phoenix (Professor of Psychosocial Studies at UCL)
- Simon Pitkeathly (Chief Executive of Camden Town Unlimited)
- Farhana Yamin (Lawyer, Author, Social Justice Activist & Founder of Track 0)

A4. Food Mission Panel Discussion Summary



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