



We Make Camden



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1

Introduction

In 2018, Camden came together and developed Camden 2025 – our shared vision for the future of the borough:

“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. 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 everyone has a voice.”

Camden 2025, published in 2018

In 2018 our communities told us that they felt proud to live in Camden, they loved our vibrant social mix, cultural and creative heritage, green spaces and strong local identity. Camden is a place where people take care of each other, speak out against injustice and lead change. But they felt much of what was special about Camden was under threat from rising house prices, deepening inequality and concerns about crime.

Camden residents wanted more of a say over the future of their communities – they had power, energy and ideas that needed to be valued and supported. The last four years have seen a huge change in how we have come together to solve common problems. We have seen real progress in tackling unemployment, building new homes, providing opportunities for young people and care for the elderly. We have become a stronger, braver and more connected community because of the commitment of people across Camden.





We saw this community spirit deepen during the pandemic. We saw neighbours reaching out to support those who needed help with food and medicine as they protected themselves and their families from the virus. We saw local people contributing to Camden's crowd-funding initiative to help our school children access digital devices to continue to learn whilst schools were closed. And we saw local organisations and volunteers supporting the most isolated residents by offering friendship and much needed companionship.

But we have also seen huge challenges. The pandemic not only exposed the depth of inequality in Camden, it deepened it. The increase in cost of living is already creating day-to-day challenges for many families as they must decide between paying their rent, their fuel bills, or buying food or clothing for themselves and their children.



National policy is threatening the social mix which makes our communities so special. Families are sadly leaving Camden because they can't afford to live here, which means we are losing generations of talented, creative, diverse and passionate young people.

Camden has never been a place that ignores or accepts injustice. Camden's communities have a rich history of coming together to bring about real social change. We call this our 'rebellious spirit'. When central Government cut funding for council homes in 2010, we found a way to deliver over 450 new family size council homes. When national policy pushed schools to academise and fragment, Camden schools pulled together to serve local children. When we felt that employment support was sanctioning not supporting local people, we developed compassionate support that helps people fulfil their aspirations. Despite losing over half our budget we have protected frontline services by investing heavily in supporting people early and preventing problems escalating.

Faced with the escalating crisis in the cost of living we pledge to work with all our residents, our voluntary sector and across all our public services to ensure that no child, no resident and no family in Camden go hungry or cold.

We Make Camden builds on this legacy and the generations before us who have put their hearts into improving Camden. To meet our ambitions, we must call on the deep wells of insight and creativity in our community, forge new connections and find new allies outside of Camden.

We Make Camden is our shared promise to protect what is special about Camden, involve every person in solving the problems we face and to stay optimistic about what we can achieve together.

2

From Camden 2025 to We Make Camden

Despite over a decade of cuts from central Government, the Council and its partners have continued to deliver for Camden by investing in our communities and public services. Services and organisations that we believe are vital in creating a borough that is fair and equal.

The pandemic has emphasised the need to make it easier and more affordable for everyone to stay healthy and to access food, education, good housing, and well-paid work. And we must do this in a way that helps us meet our ambitions to be a zero-carbon borough by 2030. This will mean transforming the way we live, work, travel, learn, and work, building on the work of our Citizens Assembly on Climate Change and the grassroots community climate activism in Camden.

The pandemic saw the importance of accessible local high streets, community connections and clean, green local space. Camden's pandemic response saw our schools play a vital role as our children and young people experienced deep destabilisation – to their learning, socialising, their ambitions and ideas for their futures. We saw the impact of insecure, low paid work as many were left without a safety net. Our economy needs to change to one where everyone is able to access the security of good work.

The last two years have seen Camden put its full weight behind tackling structural injustice and racial inequality, and to being an anti-racist borough. The disproportionate impact of COVID-19 on our Black, Asian and other ethnic communities and the Black Lives Matter movement have reinforced the strength of our belief that racism, misogyny, and gender-based discrimination, ableism, homophobia, and transphobia have no place in Camden and we will do all we can to tackle both individual prejudice and systemic injustice in our communities.

Our journey from Camden 2025 to We Make Camden sees us building on the original five ambitions that drove much of what we have achieved since 2018. We've changed the way the ambitions are described to better reflect what Camden says is important now and to acknowledge what has changed, and we've added one more.





We can't achieve these ambitions alone. Every resident and organisation that has their home in Camden is part of our community and has a role to play in achieving the real change that is needed. We have captured the commitments that the community, partnerships and the council have made to help deliver these ambitions.

In the document you can read the action we want to take in the short, medium and long term. We are committed to tracking these commitments and taking the time to share the progress we are making in a state of the borough report each year.

Delivering our ambitions – Camden's Missions and Challenges

The pandemic was a traumatic and hard time for Camden. But it also showed how much could be achieved when our whole community pulled together. Together we fed tens of thousands of people, permanently housed over 500 rough sleepers, delivered millions of pieces of PPE and saved lives. We broke down barriers between organisations and embraced community action.

As we recover from COVID-19, we are determined to take the same energy and shared purpose into solving the challenges our communities have raised, from decarbonising our borough to addressing poverty.

Delivering our ambitions is supported by a set of Camden Missions and Challenges that we want to tackle with our partners and communities across the borough. The four Camden Missions evolved from the work of Camden's Renewal Commission, which was set up in 2020 to take stock of the impact of the pandemic on Camden, to identify the biggest and most pressing issues our community was facing and to explore new ways of working to address these issues. We took a 'missions-based approach' to this work, a way of working which was pioneered by the Camden-based Institute of Innovation and Public Policy at University College London (UCL) – who helped

to lead this work. Camden's missions are our long-term goals to break down and tackle big, complex issues facing the borough.

The Renewal Commission came to an end in 2021, and the Council embraced its recommendations to progress these missions so they remain at the heart of our work as we look to the future. Our missions-based approach has proved to be a credible tool to make change and has recently influenced the development of a series of London-wide missions.



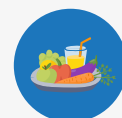
The 4 Missions we want to achieve over the coming years are:



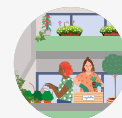
Diversity: By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow



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

Following continued conversations and collaborations across Camden since the pandemic began, we developed the six Camden Challenges covering the other areas where we believe working differently with our community will achieve real change. Responding to these challenges will be community-led and will be a shared endeavour with the community, partners and the Council working side-by-side to understand these complex problems and seek solutions together. The Challenges are at an earlier stage but as they are developed with our community, there is the opportunity for these to become community driven missions.

The Missions and Challenges bring to life the ambitions we have and can help make them a reality in every community in Camden. The missions approach enables innovation, creativity and collaboration on cross-cutting issues. Camden will take this forward by applying these core principles to both the Camden Missions and Challenges.

The 6 Challenges we want to achieve over the coming years are:



Safety: Everyone is safe at home and safe in our communities



Debt: Everyone can get the support they need to avoid debt and be financially secure



Digital: Everyone in Camden can access and be part of a digital society



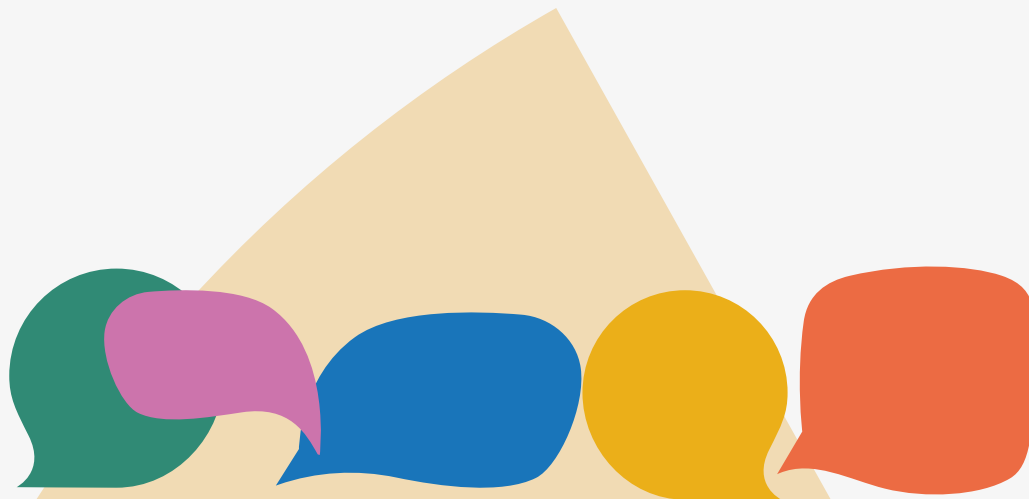
Loneliness: No one in Camden is socially isolated without the means to connect to their community



Housing: Camden has enough decent, safe, warm, and family-friendly housing to support our communities



Climate emergency: Camden's local economy tackles the climate emergency



The Missions Approach

- Enabling community leadership and ownership
- Developing a network of projects
- Taking the missions forward by thinking and doing
- Taking an active listening and learning approach and learn on behalf of and with others
- Developing mission projects with participation and inclusivity at their core
- Rooting missions in the places where people live
- Taking a bespoke approach to each mission
- Developing community governance that supports mission delivery
- Bringing partners together, with the Council as a 'mission steward'
- Orienting innovation funding and investment towards the missions

If you're passionate and have ideas to change the way we do things or have knowledge, skills or experience in any of the missions and challenges then we would love you to join us. If you're leading work in these areas already then we would love to hear about it so that we can learn from you and work together to maximise our impact and help more people.

We Make Camden has been built on strong foundations of participation

Camden residents have shaped the priorities of the Council and partner organisations across the borough. Over the last three years the Council has invested in a much stronger dialogue with citizens – setting up Citizens Assemblies on Climate Change and Health and Care – which have played a significant part in shaping our Climate Action Plan and our new Health and Wellbeing Strategy. New forms of participation and collaboration with Camden residents and partners have also informed the priorities in our new Education Strategy, our Youth Services Review and our Building Equal Foundations report which is driving forward our commitments to tackle inequality and disproportionality



Camden is a borough where every child has the best start in life



Camden is an amazing place to grow up, to learn and to live. It is unique and diverse, offering all the amazing assets of a global city with world-renowned museums, universities, parks and open spaces that our young people can gain so much from for the very best childhood and route into adult life. Camden schools are exceptional, all rated 'good' or 'outstanding', which alongside our investment in early years support in our children's centres, provide fantastic opportunities for future generations.

But we face an immense problem - Camden's birth rate has fallen to the lowest in the UK with fewer children being born in the borough. We believe the deepening inequalities are causing residents to leave Camden. The lack of affordable housing is a significant factor because we know that many families want to stay but they are priced-out of Camden. With families struggling to find jobs with sufficient pay and job security they are left in desperate need of financial support to be able to afford essentials. But our welfare system isn't fit for purpose: Universal Credit payments don't meet the cost of basic needs and families are being penalised for having more than two children.

The cost-of-living crisis means too many families in Camden are living one paycheque to the next. Growing up in poverty impacts on every aspect of a child's life. It can mean going to bed hungry, sleeping in a cold home or living in temporary or overcrowded conditions. It can also result in not being able to concentrate at school or developing poor physical and mental health and wellbeing. As these children grow into teenagers and then into young adults, they may not get equal access to education and job opportunities.

Safeguarding children and keeping them safe from harm will always be the utmost priority for the Council and partners. Sometimes the Council needs to step in and look after children at risk, and when this happens, we do everything in our power to care for them well, ensuring they have a safe place to call home and access to the healthcare and education they need. We always act in the best

interests of our children and young people, listening carefully to their experiences, ambitions, and ideas and ensuring they feel seen and heard. We also make sure they have access to all the services they need and are supported to develop the skills and relationships they need for later life.

To achieve our ambition that all children have the best start in life, and to narrow the gap in achievement between disadvantaged children and their peers, the Council continues to invest in an enhanced universal service offering more support to families during a child's first 1001 days – from pregnancy to their second birthday. This is a critical time in every child's development – including their physical, intellectual and emotional health. The earliest experiences shape a baby's brain development and have a lifelong impact on mental and emotional health.

Giving children and young people the best education opportunities is vital to reducing inequalities and supporting children to thrive. The pandemic has widened inequalities in accessing education and the opportunities that the school environment provides – including safety, social connection and access to food.

Camden has responded to the challenges of the pandemic by developing a new Education Strategy, Building Back Stronger, which is focused on catch-up and recovery from the impact of the pandemic. Camden wants an education system that is fit for all the challenges facing the borough. This means focusing resource on those most in need, tackling inequality and injustice and continuing to provide an excellent education for all, including those who need additional help and support to learn.

We want every child in Camden to grow up and develop their own unique set of skills, passions and ambitions. When children leave school, they must be able to pursue their dreams in Camden – whether it be through further education, employment or starting their own business.

Our achievements



Camden Sure Start is **supporting parents and children** across the borough, from the moment parents know they are expecting a baby, until the child is 5 years old.

Over **450 children** now live in new family size council homes built by Camden's Community Investment Programme.



The Council has **invested over £165m in Camden schools**, as well as £2m every year in Camden Learning, which supports all Camden's schools. Over 17,000 Camden pupils are learning in improved educational environments as a result, and all Camden schools have continued to be rated 'good' or 'outstanding' by Ofsted.

There has been an **80% decrease** in young people being remanded into custody and a decrease in youth victims of knife crime since 2018/19.



In 2018, Camden's Youth Safety Taskforce made recommendations to reduce youth violence, and their implementation has been supported by a **£500k Youth Safety Fund**.

We want to provide enrichment experiences for every child. All Camden schools working with youth services and community partners will add to the core curriculum to ensure that young people get the chance to develop and pursue passions and interests, benefiting their wellbeing as well as their job opportunities. To enable this to happen, we have developed the Camden Enrichment Pledge - which all Camden schools will add to their core curriculum - based on the successful model used at Christopher Hatton Primary School. We see this enrichment as a right for every child, not just for those whose families can afford it.

Our achievements



Our **Youth Justice Service** was judged "outstanding" in January 2020 by Her Majesty's Inspectorate of Probation (HMIP).



Camden's Resilient Families Programme

– led by the Children's Trust Partnership Board – has prioritised prevention and early help to children and families, supporting family resilience and helping Camden continue to have fewer children in care than other boroughs.

Camden's Enrichment Pledge: curriculum plus for all

This pledge promises every pupil in a Camden school the opportunity to:

- See themselves in the curriculum and feel a strong sense of belonging to the school community
- Perform music, drama and dance and experience performances not only in Camden but also in London's theatres and music venues
- Learn to express themselves visually and creatively, often inspired by visits to London's museums and galleries
- Understand Camden's and London's histories and cultures through local visits
- Meet inspiring role models from a wide range of jobs and professions
- Participate in physical and outdoor activities, including sports, teams and competitions
- Learn how to achieve and maintain good physical and mental health
- Know how to eat healthily, including how to cook and grow food
- Take a position of responsibility and demonstrate leadership skills both in school and in the wider community
- Develop enterprise skills, for example through support for a charity or local enterprise
- Understand and feel part of a global and diverse world
- Care for the environment and our planet

Camden's continued commitment to young people saw the Council and its partners undertake a review of the activities for young people in the borough in 2021 with a view to developing a new offer. The voice of young people, youth workers and other professionals has led to a number of key recommendations that the Council will be taking forward. This includes developing a skilled workforce able to respond holistically to diverse needs of young people; developing a diverse offer for young people across a range of settings; and increasing the power young people have and amplifying their voices. In Camden we are inspired by the creativity, talent and insight of all our young people and we are determined their voices are heard in making decisions about their future.

Sadly, violence also extends into our communities and too many young people have died on Camden's streets as victims of knife crime or other violence. Each life lost, life-changing injury or event is a trauma to families, friends and communities. Everyone in Camden is clear that the safety and wellbeing of our young people is of urgent importance.

Building on the work of our Youth Safety Taskforce and the Safer Camden Network, as a community we are taking a systemic and grassroots approach to tackling and preventing youth violence and risk to young people. Everyone is committed to continuing this work to protect young people and support them into an adulthood where they are not just safe, they are also happy and thriving.

Domestic violence and abuse has been referred to as a shadow pandemic, and it has increased during the COVID-19 pandemic, nationally and in Camden. It has a terrible impact on children within families. Camden wants to prevent and tackle domestic abuse – ultimately to eradicate it in our borough. Investment in achieving this goal continues, as does work across the entire system with the Council, communities and partners joining forces to make a difference.

Camden is passionate about helping families as we all need help sometimes, whether it is because of debt, or trauma, or having to make difficult choices. Help should be given with acceptance, compassion and rooted in trust and care. Help comes in different ways and from different places – friends, family, communities and many different Camden organisations.



How we can make change together

Community

- Our Camden young people are supported to be a generation of leaders and changemakers – leading their communities and creating a better future for us all
- Ensure there is an education system for children after they leave school at 16 years old that works for all learners, connects people into good jobs and addresses the skills needed for the future. Achieving this will involve a collaboration between businesses, higher and further education
- Take a whole community approach to youth violence – empowering parents, teachers, and young people to tackle the roots of exploitation and violence

Partnerships

- Ensure Camden schools provide an excellent and inclusive education that will challenge the education gap and give opportunities to all children, young people and their parents
- Create Opportunity Centres to facilitate learning beyond the school day, developing a proposal for a school-led network of high technology learning venues across the borough operating at evenings, weekends and holidays
- Make sure our schools are rooted in their communities – connected to estates and businesses and institutions which call Camden their home– providing the best opportunities for children and supporting our teachers
- Make sure schools, streets, parks, and estates support good health for all children and tackle health inequalities from a young age
- Ensure communities work together to support families, parents and children that are more likely to be isolated and experience loneliness
- Launch Camden's new Special Educational Needs and Disability (SEND) strategy to ensure children and families are receiving the best support from health services, schools and the Council
- Work with the Police to tackle Violence Against Women and Girls, with work underway on shared priorities on both DVA and women's safety in public spaces, including culture change, training and data
- Invest in and support Camden's youngest residents to live in good health. Camden's Joint Health and Wellbeing Strategy is focused on preventing social inequalities and poor health from emerging later in life

Council

Now and in the short term we will...

- Ensure there is a good, local school place available for every Camden child and a nursery place for those who need one
- Give young people in our care the best opportunities and support that Camden has to offer
- Build on the strengths of our parents and children and communities, to wrap support around the whole family going through difficult times and help them to a more stable future
- Provide support to families that recognises intersectionality and the unique experiences of discrimination that they might have had

...and in the medium term we will

- Use all our powers to address family overcrowding and support children to grow up in decent homes
- Build on our Youth Safety Taskforce by continuing to invest in trauma-informed services
- Reduce the number of children and young people living in poverty
- Ensure families feel supported, safe, and resilient
- Ensure families are supported to stay in Camden and build a life and connections into our communities

The change we want to see in the longer term

- All young people have the best start in life, from their early years to the point where they move into the right work, training, or higher education for them
- Our education system provides the best education for all Camden young people
- All children and young people are protected from harm, and feel safe in their homes and on our streets



Achieving our ambition: Camden Challenge

Everyone is safe at home and safe in our communities

What would it look like to create public spaces and a wider community environment that keep people safe and tackle the root causes of violence?

Being safe at home, on the street, at school or university, in the workplace or on social media – is an essential part of being able to fully participate in society. Being or feeling unsafe affects people's health, employment and income, opportunities, and relationships.

Many people, organisations and communities have the power to tackle violence, harassment, and abuse to create a Camden where everyone is safe wherever they go and whatever they do.

This includes parents and carers, friends and neighbours, schools and education institutions, youth and social workers, the police, businesses, and those involved in the night-time economy including TfL.

We have learnt a lot about how we can collaborate to tackle youth safety, about the importance of trauma-informed support, and services led by and for communities who are most at risk of experiencing these issues. We want to apply this learning and work differently around wider issues of community safety, working together to tackle these complex challenges, identifying areas we can take a joined-up approach in a way that positively impacts all our residents.

During the pandemic and particularly during lockdowns, too many people were not safe at home and were experiencing domestic violence and abuse – some of whom were tragically murdered. So many people across our community are committed to change and tackling gender-based violence and misogyny.

We have heard from residents and partners about tackling violence in the home, street harassment and abuse as well as workplace discrimination and pervasive gender stereotypes that limit everyone's opportunities and futures.



Achieving our ambition: Camden Mission

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

Over the past year, we have been working with our partners and communities to understand how we can create opportunities for young people. We started by imagining what our life would look like if in 2025 every young person aged 16 to 25 is in work, training, or education, that enables them to grow and fulfil their ambitions.

What if we lived in a borough where every young person has 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.

We want to create a borough where every young person can access and create opportunity – regardless of their background or identity and where value of caring responsibilities are recognised and appropriately compensated. We know that 16 to 24-year-olds were disproportionately affected by the lack of employment opportunities caused by the pandemic, and that young Black people were particularly affected. 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.

Our Mission achievements over the last year include:

- Working hand in hand across Camden's partnerships and communities to explore how we will reduce barriers to opportunities for young people, as well as put young people's voices at the heart of the plans we make.
- Publishing Building Back Stronger – Camden's Education Strategy to 2030, aiming to equip our young people with education that will allow them to be happy, successful, engaged, and inquiring citizens of the future.
- Developing a new Camden Youth Offer to ensure that sport, leisure, music, arts, culture and employment and training opportunities are accessible to all young people in Camden.
- Developing a new, comprehensive employment offer for young people entering the workforce, co-designed with young people and partners.
- Putting young people at the heart of decision making. The Council has been working with Landsec to co-design the O2 redevelopment plan with young people, building on the model of working with young people as Young Citizen Scientists in the Euston area redevelopment.

**Camden's local economy
should be strong, sustainable
and inclusive – everyone
should have a secure
livelihood to support them
to live a prosperous life**

Together we want everyone in Camden to be able to access and benefit from all the opportunities provided by our thriving local economy, and businesses including global enterprises that have chosen to put down roots here. The Knowledge Quarter, clustered in Camden, is the most dynamic and diverse innovation district in the UK and will see significant change and opportunity for growth over the next decade with the redevelopment of Euston.

Traditional approaches to local economic development have focused on supporting business growth and trying to capture the benefits it creates so that residents can access economic opportunity. However, it is not just the private sector that creates wealth. We believe that it is created by the people and institutions who make Camden their home, the historic investment of public funds, and the creative, connected appeal of the borough as a place to live and work.

An inclusive economy recognises that wealth is created by the citizens and institutions which make the social fabric of the borough. Everyone should be able to benefit from the wealth they have helped to create and have a stake in how our economy develops, whether that's through access to good work, opportunities to grow a business, community facilities or a direct financial benefit. We need to develop new levers like public wealth funds which reflect the reality of how wealth is created, capturing and distributing it to reflect this reality.

Supporting our local economy to grow in this way will lift everyone up because it will create value and opportunities for everyone. But our local economy must serve out ambitions as a borough, playing a central role in delivering equality and justice for Camden, creating good jobs, and helping to tackle the climate emergency, which every business has a responsibility to support. All institutions in Camden can play their part, looking at how they spend money across their supply chains and using their assets in a way that furthers these ambitions, supporting good quality jobs and affordable workspace to support small and micro businesses.



Camden is home to many anchor institutions, which are large organisations rooted in a place and connected to their communities – including universities, local authorities, hospitals, and big businesses. They can help to actively grow Camden’s flourishing and vibrant economy – by employing local people and spending money locally. We want to do more to bring these institutions together to shape the future of our economy, provide good quality, accessible jobs to local people and provide social value – whether that be work experience opportunities for young people or providing people power or funding to support local voluntary or community projects. In Camden, we also want to set out what we expect of our businesses – as neighbours, community members and employers.

In close collaboration with local businesses, employers, residents, and workers, we want to shape our local economy, so it provides and enables good jobs, paying well but also providing people with agency and dignity recognising that supports their wider wellbeing. Good Work Camden provides bespoke support for people who often face the biggest barriers to finding and keeping a well-paid, stable job – including young people, disabled people and parents or carers without affordable childcare. Together with businesses, partners and residents, the programme explores how residents can be better supported into, and thrive within, good work as well as helping employers to improve the quality of jobs in our economy and improving productivity.

We know that people in good work and employment are likely to be happier and healthier. But we also know that people who are disabled or who have long-term health conditions can experience barriers preventing them from accessing good work. Flexible working ensures that those with caring responsibilities can access good work. Additionally, the pandemic has shown that too many people work in jobs that offer little or no protection – with insecure or short-term contracts, no access to sick pay, no protection from discrimination and changes to pay and conditions that are out of their control.

Our achievements



Since April 2020, **1,200 people** have engaged with Good Work Camden initiatives, including our Neighbourhood Job Hubs, apprenticeships, and construction skills teams, and 900 people have been supported into work, with others to starting businesses or continuing their education.



Camden STEAM partnership (Science, Technology, Engineering, Art and Maths) has brokered commitments between Camden schools and businesses like Google and Facebook to make sure Camden’s students can learn and benefit from the opportunities on their doorstep. Since 2020, **333 Camden children** have had virtual work experience with a Camden STEAM employer.



Since 2018, around 8,000 people have been supported into learning opportunities, through the borough’s Adult Community Learning Programme, with **1,160 disadvantaged and vulnerable adults** being supported in the last year alone.



The Council has supported local businesses and high streets through the pandemic, making over **22,300 grant payments** at a value of almost £150m, as well as providing advice on how to work safely.

Camden’s **Renewal Commission** was established in 2020 as a collaboration between the Council and University



College London to develop ‘mission-led’ solutions to help achieve a fair, sustainable economy and address the inequalities we have in Camden.



These issues are defining characteristics of work for too many people so we must do everything we can to prevent these issues becoming entrenched and widening inequalities even further. The interaction of work with the national welfare shapes individual and collective experiences and outcomes in London's labour market, often denying them the stability and agency to thrive and contribute to the economy.



A growing economy must be underpinned by an education and employment system that addresses inequality and systemic barriers to good work and helps people to develop skills for progression

at any point in their career. And young people must not face additional barriers to getting good jobs because of the pandemic on their studies or early employment opportunities.

Our Education Strategy, Building Back Stronger, sets out a plan to create a local school system that benefits the most disadvantaged pupils and gives them the best start in life, while preparing them to access the job and learning opportunities Camden has to offer. Our schools and Camden Learning Network will provide Opportunity Centres – spaces to facilitate learning beyond the school day that addresses the education gap but also opens the shared resources of Camden to support our young people.

As part of the Building Equal Foundations Programme, the Council has worked with Black Pound Day to understand the systemic barriers preventing business people from Black, Asian, and other ethnic communities from becoming entrepreneurs. Together we have considered how we can open up access to advice, skills, and seed funding, and through this work, we want to support residents from Black, Asian, and other ethnic communities into positions of leadership.

Our high streets, markets, culture and creative makers and producers, and Camden small businesses are critical parts of helping create a fair, just, and sustainable local economy. The pandemic has accelerated existing trends in retail and leisure, and we want our high streets to adapt to support entrepreneurship, a vibrant day and night time economy and an accessible arts and culture sector.

Our commitment to strong economic growth as a way of reducing inequality remains vitally important. We need to take this a step further and create a more inclusive economy that supports our net zero ambitions, creates good work, and creates the conditions for businesses to thrive.

Achieving our ambition: Camden Challenge

Everyone can get the support they need to avoid debt and be financially secure

What if Camden residents at risk of or already experiencing money problems received timely advice and support to avoid debt and get back on their feet?

In Camden, an increasing number of residents are struggling with money worries and debt – with many being forced to borrow money from unethical lenders like payday loan companies to be able to afford essentials. Even relatively small amounts of debt can push people very quickly into financial difficulties, which damages their credit rating and prevents them from accessing regular lending. We know that poverty and debt results in long-term harm to individuals, families and communities – impacting wellbeing, mental health, and community cohesion.

Supporting Camden residents to avoid debt and increase their financial security is a complex issue that requires a mix of short, medium, and long term collaborative approaches working alongside our partners and the community. But tackling this issue provides a golden opportunity to improve the lives of so many residents now and in the future and will be vital in tackling inequality.



How we can make change together

Community

- Work with businesses, higher and further education, and schools to campaign for a fully funded education and skills system that supports people to access good jobs in growing sectors
- Work with other local authorities to argue for employment support rooted in neighbourhoods and communities that supports people to overcome complex barriers to work
- Work with partners in the health and care system to provide good quality jobs and career opportunities for local people in our health and care sector
- Campaign and work with a range of businesses and their founders to diversify business leadership in Camden, and support the next generation of innovators

Partnerships

- Advise and support new businesses and existing businesses to transition to the future economy – low and no carbon, moving away from a make-use-dispose business model
- Support more affordable workspace coming forward in our communities to support a vibrant and diverse small business community
- Develop a strategic policy environment which has clear expectations of institutions and businesses operating in Camden to support residents to be able to find and secure good work
- Support a Camden-wide movement of continuous learning, sharing, and gaining knowledge. Built on the expectation that everyone has knowledge to give and share and contribute to Camden's collective curiosity.

Council

Now and in the short term we will

- Help our residents find good quality work through Good Work Camden and its neighbourhood jobs hubs, that enables all residents to live secure and stable lives
- Provide person-centred employment support for communities where there are disabled people and those with long term health conditions
- Focus resources on supporting people furthest from the labour market into good work
- Provide affordable workspace and market space in Camden and use this to support new and diverse entrepreneurship
- Provide access to seed funding and start-up loans for those traditionally locked out of finance
- Be the best partner to new and existing businesses and support them to succeed
- Make clear what we expect of businesses in Camden in terms of good jobs, community engagement and participation
- Develop a framework to support the growth in quality, flexible work across the borough which allows people to work, manage caring responsibilities and health conditions

How we can make change together (continued)

Council

...and in the medium term we will

- Use our own role as an employer to create good jobs, good apprenticeships, and good progression opportunities for Camden residents – recognising we want our workforce and leadership to represent the diversity and energy of Camden's communities
- Help people build the capabilities they need to access good jobs in Camden, through our schools and Camden Learning, adult education, and skills programmes, including preparing young people for the opportunities Camden's economy offers (STEAM)
- Support our high streets and markets to remain vibrant and dynamic community centres
- Ensure jobs created are good and accessible to Camden residents and that we maximise social value when we buy goods and services

The change we want to see in the longer term

- All businesses and their employees are part of Camden's communities, ensuring we all work together to make a thriving and inclusive economy which benefits all
- Camden's markets and high streets are vibrant and diverse, providing space for new business, good jobs and supporting the arts, culture, and night-time sectors
- Camden creative and cultural businesses continue to grow, innovate and challenge – keeping Camden at the cutting edge of creative practice and thinking
- All work in Camden is good work: providing the pay, security and flexibility and opportunities for progression that support people to thrive
- Our local economy is sustainable and supports our net-zero ambitions
- The welfare system provides a safety net to help people navigate times of crisis, and support is tailored to an individual's strengths
- No one is digitally excluded from learning, working and participating in our community
- Everyone is able to pursue lifelong learning
- Camden is the best place in London to do business and start a business, with the infrastructure needed to start and grow here.



Achieving our ambition: Camden Mission

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

Over the past year we have been working with our partners and the community to understand how we can promote diversity in places of power across the borough.

We started with imagining what our life would look like in 2030 if business, voluntary, and public sector leaders across Camden are as racially and ethnically diverse as and representative of Camden's population? And where young people from underrepresented communities are 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.

Our Mission achievements over the last year include:

- Working to support Black-owned businesses and creatives.
- Developing a virtual work experience programme, offering training and mentoring to support children from Black, Asian and other ethnic communities into STEAM job and work experience opportunities and reviewing the Council's recruitment process.
- Setting up a group to diversify school governorship and reviewing the curricula of Camden schools with Black Curriculum.
- Camden Collective supporting start-up businesses, including many with diverse founders, by providing free workspace in vacant buildings, including access to networks and support to help them thrive.
- Local Globe has initiated regular Blackout days they spend time assessing progress to build an organisational culture of equity, and the Wellcome Trust is working on becoming an anti-racist and an anti-ableist organisation.