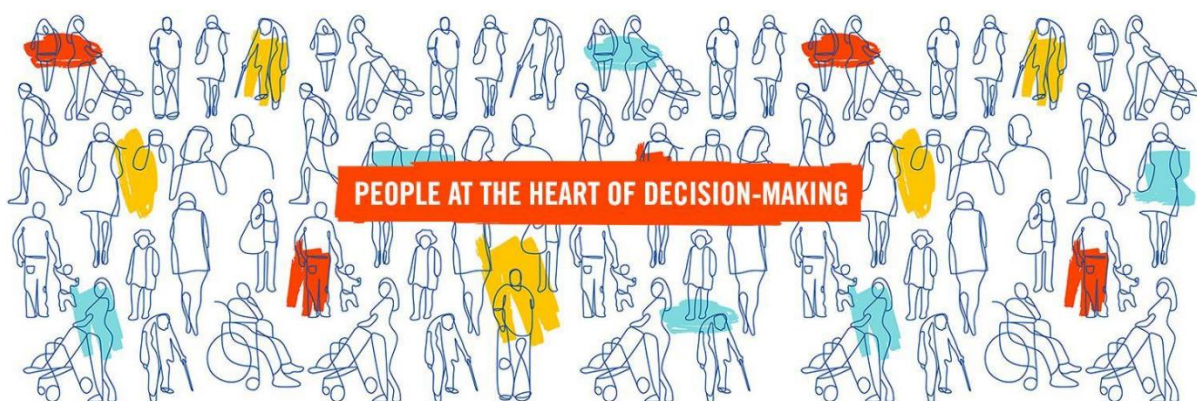


Camden's Evening and Night-Time Citizens' Assembly Report 2023



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01. Executive Summary

Camden's Citizens' Assembly on the Evening and Night-Time brought together 47 randomly selected members of the public who live, work or own or run businesses in the borough to feed into the development of Camden's first Evening and Night-Time Strategy.

The citizens' assembly was asked to:

Help shape a community-informed vision for a Camden Evening and Night-Time Strategy (ENT), and to set an overall tone and ambition for Camden's ENT.

The citizens' assembly met over three Saturday sessions in February and March 2023. During the sessions assembly members heard evidence, deliberated, and formed a vision, set of principles, recommendations, calls to action, and measures of success for the council, partners and business operating in the evening and night-time and others living and working in the evening and night-time in Camden.

Why run a citizens' assembly on the evening and night-time?

Camden council needed to develop a new strategy for the evening and night-time economy from scratch, including unpacking complex issues, examining key trade-offs. A citizens' assembly was chosen to allow the complex mix of opportunities and challenges around Camden's evening and night-time to be considered by a broadly reflective group of people using a process based on presenting balancing information and to achieve consensus.

Through the process, views, values, ideas, and experiences were drawn on from residents, visitors, businesses, students, and workers to create a set of principles and calls to action for Camden Council and key partners in the evening and night-time economy. The process was independently evaluated by UCL.

This citizens' assembly and the thoughts, ideas, and actionable content produced has demonstrated the vital role that bringing a diverse group of people, who represent all stakeholder groups, has in producing a community-informed evening and night-time.

What happens next?

The principles and calls to action will be used to build and inform Camden's *Strategy for the Evening and Night-Time*. In the summer of 2023, the draft strategy will be refined through an ongoing engagement process with key actors in Camden, including members of the assembly who would like to stay engaged. The Strategy will be presented to Camden Council Cabinet in autumn 2023 and launched at towards the end of the year.

The process and key findings

To see the final vision statements from the statement, [click here](#). To see the final principles, calls to action and measures of success, [click here](#).

An overview of the process can be seen the table below.

Weekend One	Weekend Two	Weekend Three
<p><i>“Building connection, community & context”.</i></p> <p>Assembly members getting to know each other, building a sense of assembly community & understanding the Camden ENT context.</p>	<p><i>“Reviewing & building <u>DRAFT</u> vision & framework of core principles”.</i></p> <p>Divergent work to gather broad thinking & feedback, initial feedback on vision statements, principles & calls to action.</p>	<p><i>“Pulling it all together”.</i></p> <p>Convergent work to review, refine, & define prioritised vision statement feedback, themed principles, calls to action & measures of success.</p>
<p>Inputs</p> <p>Impromptu networking activity to build connection amongst assembly members</p> <p>Assembly guidelines – ways of working</p> <p>Camden from up high video</p> <p>Greater London 24 Hour clock diagram</p> <p>Scope – what’s in & what’s not?</p> <p>Tabletop structured conversation activities – what stood out, where do they have questions, what might it all mean for a Camden ENT, what further information do they need?</p> <p>Tabletop A0 templates for capturing assembly member feedback</p>	<p>Inputs</p> <p>Impromptu networking activity to build further connection amongst assembly members</p> <p>Assembly guidelines – ways of working</p> <p>Weekend One recap – key points & addressing assembly members questions & feedback</p> <p>Presentation on what a vision is, & how it will be used?</p> <p>Examples of ENT vision statements from other places</p> <p>Camden ENT starting vision</p> <p>Tabletop A0 templates for capturing assembly member feedback</p>	<p>Inputs</p> <p>Impromptu networking activity to build final connection amongst assembly members</p> <p>Assembly guidelines – ways of working</p> <p>Weekend Two recap – key points & addressing assembly members questions & feedback</p> <p>Presentation on Greater London Authority ENT work & activity</p> <p>x3 NEW DRAFT vision statements built from Weekend Two outputs</p> <p>x7 themed sets of DRAFT principles built from weekend Two outputs</p>

Tabletop handouts of relevant supporting data

Camden ENT engagement & journey so far data

Tabletop activity to identify what stands out from the ENT data & journey so far, where were they surprised, & what did they know that they didn't before

Assembly members self-selected to table groups – x8 tables

Speakers:

- Lead Facilitator – Involve
- Councillor Jonathan Simpson
- Paul Broadhurst – Greater London Authority 24-hour London team
- Camden ENT Project Team
- Sophie Asquith – Music Venues Trust
- Ella Reynolds – Liminal Space
- Anoushka Beattie & Gabbah De Goday Van Wijk – UCL Sociology Dept
- Troy Norbert – Queen's Crescent Community Association

Tabletop activity to capture assembly member feedback on starting vision & top 3 recommendations

Draft ENT principles built from weekend one outputs

Tabletop activity to capture assembly member feedback on draft principles

Assembly members self-selected to table groups – x8 tables

Speakers:

- Lead Facilitator – Involve
- Camden ENT Project Team
- Blanka Hay & Grace Cannis – Richmond & Wandsworth Council

Tabletop A1 hand-drawn templates for capturing assembly member feedback

Tabletop activity to review, refine, & further define visions statement, themed principles, calls to action & measures of success

Assembly members self-selected to table groups - x8 tables

Speakers:

- Lead Facilitator – Involve
- Amy Lame – Greater London Authority Night Czar
- Camden ENT project team
- Councillor Georgia Gould

Outputs	Outputs	Outputs
Assembly member expectations & commitments	Assembly member feedback on starting vision statement & draft principles	Final Camden ENT vision statement feedback & recommendations
Calls for additional ENT information & data	Assembly member feedback on draft calls to action	Final Camden Themed ENT principles, calls to action & measures of success
Assembly member questions	Assembly members shared highlights from tabletop discussions	Weekend Three Large Visual Graphic produced by Sandra Howgate
Assembly member feedback on engagement journey & data, content from speakers	Weekend Two Large Visual Graphic produced by Sandra Howgate	Assembly members shared principles, calls to action & measures of success to the whole assembly
Assembly members shared highlights from tabletop discussions	Weekend Two evaluation forms completed by assembly members	Assembly member feedback cards – what being part of the citizen’s assembly process meant for them, some shared out loud to whole assembly
Weekend One evaluation forms completed by assembly members		Weekend Three evaluation forms completed by assembly members

02. Guide to this report

Chapter 3 of this report sets out how the citizens' assembly worked. Across the three sessions, assembly members heard a range of evidence exploring different perspectives about the evening and night-time economy before agreeing on a set of recommendations for a vision, supporting principles and calls to action.

Chapter 4 sets out key final outputs of the assembly process, which are comments on three draft vision statements and a set of 8 themes detailed in section 4.6. These 8 themes are:

- Working together
- Our inclusive community
- Safe & convenient transport & facilities
- Place & space
- Inclusive economy & business
- Liveability & wellbeing
- Being safe & feeling safe
- Culture, creativity & heritage.

Chapter 5 shares some of the feedback and learning from members of the citizens' assembly.

This report has been written by Involve, who co-designed the citizens' assembly and led facilitation of the sessions, and it brings together the thoughts, ideas, writings, and recommendations of all members of citizens' assembly. We have sought to represent the citizens' assembly as faithfully as possible, reporting its conclusions and not adding our own interpretation or analysis.



03. How the citizens' assembly worked

The Citizens' Assembly was facilitated by Involve, with close support from Camden officers. Involve and Camden officers worked together to design the citizens' assembly, with an Expert Advisory Group providing independent oversight during the design process.

3.1 What is a citizens' assembly?

A citizens' assembly is a group of people who are brought together to discuss an issue or issues and reach a conclusion about what they think should happen. The people who take part are chosen so they reflect the wider population – in terms of demographics (e.g., age, gender, ethnicity) and sometimes relevant attitudes (e.g., preferences for a small or large state).

Citizens' assemblies give members of the public the time and opportunity to learn about and discuss a topic, before reaching conclusions. Assembly participants are asked to make trade-offs and arrive at workable recommendations.

One of the key strengths of a citizens' assembly process is that it can facilitate consensus decision-making around a complex topic (or topics) where potential solutions to a challenge or issue aren't easily identified or agreed. This might be because there are deeply held views about a topic, or because conflicting, competing needs are present.

A citizens' assembly process was therefore chosen to allow the complex mix of opportunities and challenges around Camden's evening and night-time to be considered by a broadly representative group of citizens, via a process focused on presenting balanced information and achieving consensus decision-making.



3.2 The Expert Advisory Group

For this citizens’ assembly, the expert advisory group functioned to provide professional expertise, advice and feedback on the content and structure of the citizens’ assembly to ensure assembly members were provided with accessible, appropriate, and useful evidence that highlighted the key issues and enabled informed deliberations.

Expert Advisory Group	
Name	Organisation
Sophie Asquith	Coordinator, England, Music Venue Trust
Colin Brummage	CEO, Camden Disability Action
Lizzie Cain	Senior Innovation Consultant, Innovation Unit
Marcus Davey	Chief Executive and Artistic Director, Roundhouse
Helen Dimond	Head of Customer Service, TfL
Joe Edwards	Public Affairs, British Museum
Chief Inspector Nick Hackett-Peacock	Chief Inspector, Central North Borough Command Unit, Met Police
Matt Jaffa	Senior External Affairs Manager, Federation of Small Businesses
Dr Alessio Kolioulis	Profession and Postdoctoral Research Fellow, UCL Bartlett Development and Planning Unit and UCL Urban Lab
Nikki Morris	Chief Executive Officer, Age UK Camden

3.3 The assembly members

A random, anonymised process was used to select participants for this citizens’ assembly. This is standard and recommended practice when using participatory processes like citizens’ assemblies. The intended outcome is to select a group of people who are broadly reflective of the population. This is considered a fair method to recruit people, without any person or organisation being given the right to directly invite or veto participants based on subjective preferences.

The members of the citizens’ assembly were recruited by Camden Council. People were asked to register their interest through an online survey platform called We Are Camden and asked to share information about their connection with Camden and demographics. Hard copies and large print of the expression of interest were also made available on request.

From the 294 expressions of interest, 50 participants were selected. Camden used anonymised demographic information and characteristics to group people together and then make random selections from each group to get to a diverse and broadly reflective sample of the local population. A demographic breakdown of the assembly is attached as an appendix to this report.

The criterion used as part of the random selection process included:

- Ethnicity
- Sexuality
- Gender
- Disability
- Housing tenure
- If they were a resident, what ward they lived in
- Whether they were a business owner or worker in Camden, including in the evening and night-time

Once the random selection process was completed, the identifying information for each entry was matched up so that the person could be contacted by the Council.

Assembly members were offered £250 as a ‘thank you gift’, based on the London Living Wage, for participating in the 3 days of the assembly, to recognise their role in working alongside Camden Council and to provide an incentive for participation. Assembly members were also offered support with travel, childcare and other accessibility costs, minimising financial barriers to participating.

3.4 Independent evaluation

The assembly process was independently evaluated by Sem Lee and Gemma Moore from UCL. Data was collected through a mix of interviews with members of the Camden Council and Involve teams, 121 conversations with assembly members and assembly member surveys. The surveys took place at the end of each session. Additionally, members of the UCL team attended the three assembly sessions as observers to get a better understanding of the process.

3.5 Pre-assembly engagement

The citizens’ assembly was informed by significant pre-assembly engagement with the wider community in Camden that took place from October 2022 to January 2023.

Five two-hour workshops were held in community spaces across Camden which explored the experiences and hopes for the evening and night-time of those who live, work and study in Camden. A number of sessions were held with business owners and members of the arts and culture sector in Camden to better understand their needs and vision for the evening and night-time in addition to targeted engagement with underrepresented groups in Camden including, young people through local Youth Centres, Community Associations, older people through Age UK Camden, members of the LGBTIQ+ community through the work of UCL students, and disabled people through Camden Disability Action.

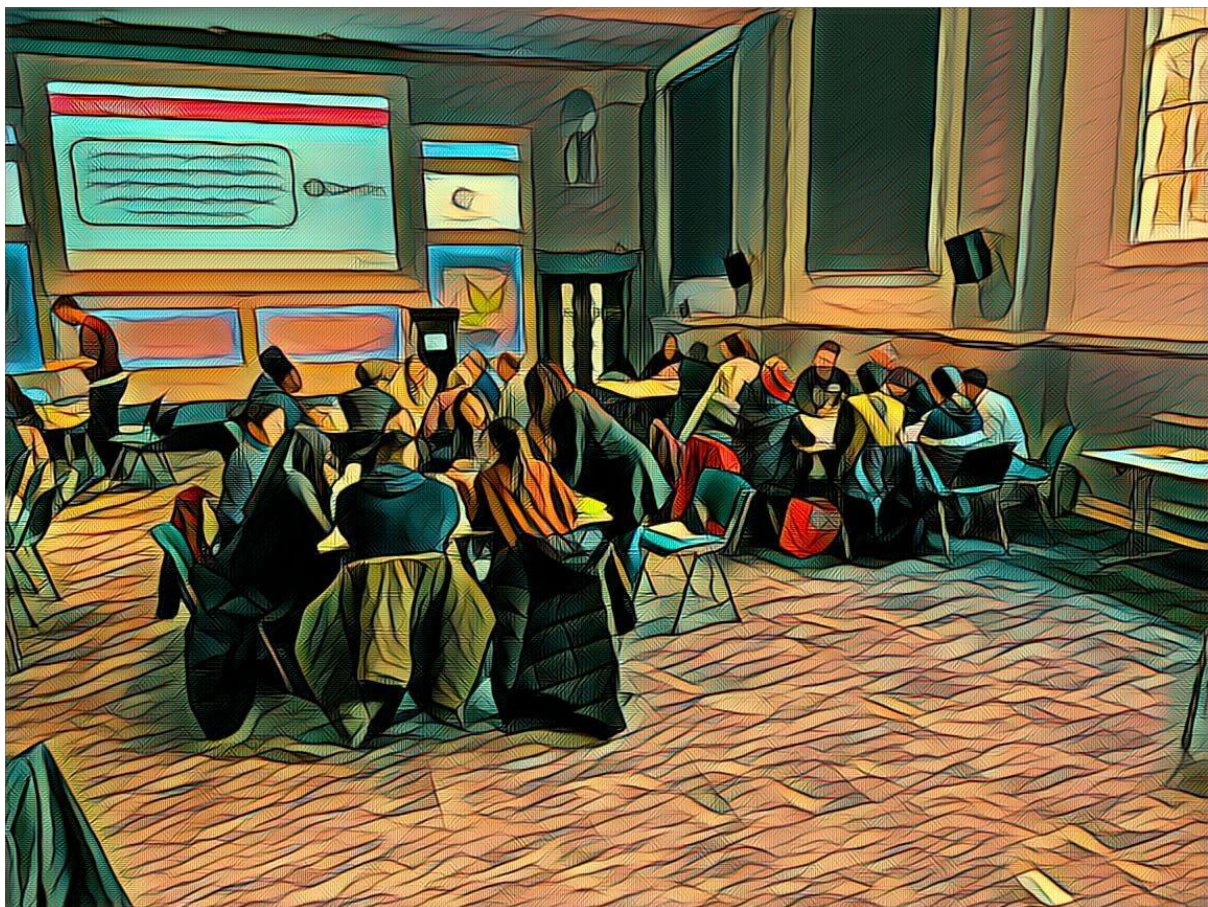
Camden also used its [Commonplace platform](#) to open the conversation out to the wider community in Camden, including a resident and visitor survey, worker survey, business survey

and a maps tool to show the places you love and don't in Camden. In total, 1,526 people engaged with Commonplace or attended a workshop.

Five key themes emerged from the pre-assembly engagement workshops and surveys. These were:

- **Safety.** Safety was raised as the main point of concern amongst respondents, although this varied across different cohorts and areas in the borough.
- **Inclusivity.** The evening and night-time should cater for a diversity of people and communities in the borough, including for younger people, older people, families, LGBTIQ+ people, disabled people, and carers.
- **Business and licensing.** Impact of licensing policy on resident and business experience in the borough.
- **Resident and visitor.** Differences in how residents and visitors experience Camden's evening and night-time. Perceptions of the evening and night-time varied between residents, visitors, and business owners.
- **Across the seasons.** How the evening and night-time is experienced across different seasons. Many activities enjoyed by residents and visitors depend on the weather and longer daytime hours.

This evidence was presented to assembly members during the first weekend of the citizens' assembly, forming a starting point for the assembly to understand the views of a wider section of the community.



3.6 The assembly process: an overview

The citizens' assembly met on three Saturdays in early 2023: 18th, 25th of February, and 4th March. The process was designed by Involve and Camden Council, with input from the expert advisory group.

Each session was led by an experienced lead facilitator from Involve. Assembly members were split across eight small groups, with 7-8 members per group. Each small group worked around a table with a small group facilitator from Camden Council. The small groups were reshuffled at the beginning of each Saturday session to give assembly members an opportunity to meet new people and hear the diversity of views in the room. This also gave assembly members an opportunity to work with a variety of different Camden Council small group facilitators.

This section provides an overview of each session.



Session 1: Building connection, community, and context

The first session of the citizens' assembly focused on providing assembly members with key background information about the evening and night-time in Camden, the purpose of the assembly process and creating space for connection and community building between participants. It also worked to provide a shared context and understanding of what the evening and night-time consisted of.

It began with a welcome by Camden Councillor Jonathan Simpson, the Night-Time economy Policy Lead and chair of Cultural Camden and Camden's Licensing Committee. This was followed by a presentation by Paul Broadhurst, manager of 24 Hour London at the Greater London Authority about the Mayor of London's mission to make London a fair, inclusive, and sustainable 24-hour city.

Following this introduction, assembly members heard about the purpose and structure of the citizens' assembly, expectations of their involvement and what will happen with the outcomes. Assembly members had an opportunity to connect with each other through a series of 'impromptu networking' exercises and reviewed a draft set of conversation guidelines to underpin the assembly members' ways of working together. To draw together the introduction, assembly members had an opportunity to explore their expectations of and commitments to the citizens' assembly.

Assembly members then heard a range of evidence to get a better understanding of what Camden's evening and night-time included. This included a presentation from Camden Council that explored what the evening and night-time is, what is in and out of scope for the assembly, an overview of the different stakeholders involved in the evening and night-time, and an introduction to some of the opportunities and challenges facing the borough.

After this, assembly members heard from a selection of speakers who provided a snapshot from key stakeholders living, working, and running businesses in the evening and night-time in Camden. Assembly members then had an opportunity to ask questions to the speakers. A list of speakers can be found below.

- **Sophie Asquith, Music Venue Trust.** Sophie presented information about the role of grassroots music venues in Camden's evening and night-time.
- **Ella Reynolds, The Liminal Space 'Night Club Programme'.** Ella spoke about the health and wellbeing impacts of night work on night workers in Camden.
- **Anoushka Beattie & Gabbah De Goday Van Wijk, UCL Sociology Department.** Anoushka and Gabbah presented on the perspectives of queer young people who visit Camden in the evening and night-time. This was part of a qualitative research project aimed at better understanding how Camden can promote inclusivity, safety, and cultural celebration in the night-time economy.
- **Troy Norbert, Youth Services Manager at Queens Crescent Community Association.** Troy spoke about the night life for young people in Gospel Oak.

At small tables of 7-8, assembly members were asked to reflect on what stood out to them from the presentations and why. They were encouraged to start developing ideas about what

the information presented might mean for a Camden evening and night-time vision, principles, and strategy.

Assembly members were also able to request that Camden Council, where possible, provide further information on topics or areas of interest to help assembly members build their understanding of evening and night-time economy issues as they headed into sessions two and three.

After a lunch break, Camden Council presented the key information from the pre-assembly engagement conducted between October 2022 – January 2023. This included an overview of the different types of engagement, the demographics of those who took part, and the five key themes that emerged from the pre-assembly engagement.

Back at small tables, assembly members were asked to reflect upon the themes emerging from the pre-assembly engagement, considering their own lived experience. They were asked to identify where they agreed or felt affinity with the themes and to critique any gaps or details they felt strongly or concerned about.

After working in small groups for most of the day, assembly members were given the opportunity feedback highlights from their discussions so far. This provided assembly members with an opportunity to hear how different groups had related to the information presented and to get a sense of what interests there were in the room.

To bring the day to an end, the lead facilitator gave a short overview of the journey so far and what to expect for session two. Councillor Simpson shared a closing thank you with assembly members.

After the end of the session Involve typed up the outputs from the day. A full transcript of the outputs can be found in the annex of this report.



Session 2: Reviewing and building a draft vision and core principles

The second session of the citizens' assembly took place a week after the first, on Saturday 25th February. This session focused on creating the outline of a draft vision and principles for Camden's evening and night-time.

After hearing about the purpose and agenda for the session, assembly members were given an opportunity to reconnect with each other and meet those they hadn't spoken to during the first session using an 'impromptu networking' exercise. Assembly members moved around the room, sharing their name, where they live or work in Camden and what they feel is important to bring from the first session into the second with each other. After this exercise, members reconnected with the assembly guidelines they had discussed during the first session. To bring members back into the headspace of the assembly, the lead facilitator presented a recap of the discussions from session one, based on the outputs typed up between sessions.

The key purpose of session two was to create an outline draft vision and principles for Camden's evening and night-time strategy. To give an example of how other boroughs have thought about the evening and night-time, **Blanka Hay, Local Growth Manager, and Grace Crannis, Senior Planning Engagement Officer, from Richmond and Wandsworth Councils** presented on how about how Richmond and Wandsworth Council developed a night-time strategy for the borough. Their presentation included:

- An overview of the context in Richmond and Wandsworth and how it is similar and different from Camden
- An overview of the strategy development process
- The starting vision for the evening and night-time in Richmond and Wandsworth
- The forms of public engagement employed to bring the strategy discussion out to the wider community
- An overview of the four key themes that emerged from the public engagement processes and how this fed into the final recommendations for Richmond and Wandsworth night-time strategy

Following this presentation, Camden Council set out the purpose of a vision for the evening and night-time, how the vision will be used and how it will work alongside other Camden policies and principles. To provide additional context, Camden Council shared visions for the evening and night-time used by other local authorities.

Camden Council then presented a starting point for a vision of the evening and night-time. This starting vision came from high level objectives for Camden's evening and night-time that had been identified with reference to Camden's broader strategic objectives in [We Make Camden](#) and the [GLA's advice](#) for London boroughs on why an evening and night-time strategy is important. This was combined with outputs from the assembly's discussions during weekend one to create the starting vision for Camden:

"Camden's evening and night-time is safe, inclusive, and provides a diverse range of experiences and services that celebrate our borough and makes everyone feel welcome."

Working in small groups around tables, assembly members were provided with a pack of ‘personas’ that outlined theoretical perspectives of different people in Camden. ‘Personas’ were used to bring in alternative voices and experiences into the assembly space, ensuring a wider diversity of views were included in the process and to encourage assembly members to think beyond their own experiences. The ‘personas’ used included: a night worker, a disabled person, a young person, and a business owner. Members were asked to reflect on these ‘personas’ alongside their own lived experiences to discuss what liked and didn’t like about the starting vision, why they felt like this and if anything was missing from. Throughout this discussion, assembly members were encouraged to consider if the starting vision felt inclusive.

Continuing to work in the same small groups and building on their previous discussions, assembly members then started to draft a list of recommendations or suggestions for Camden’s vision of the evening and night-time.

During the lunch break, the facilitation team collated the key recommendations/suggestions from each table. These were combined with feedback and ideas from session one to provide assembly members with nine principles for the evening and night-time. The principles identified were:



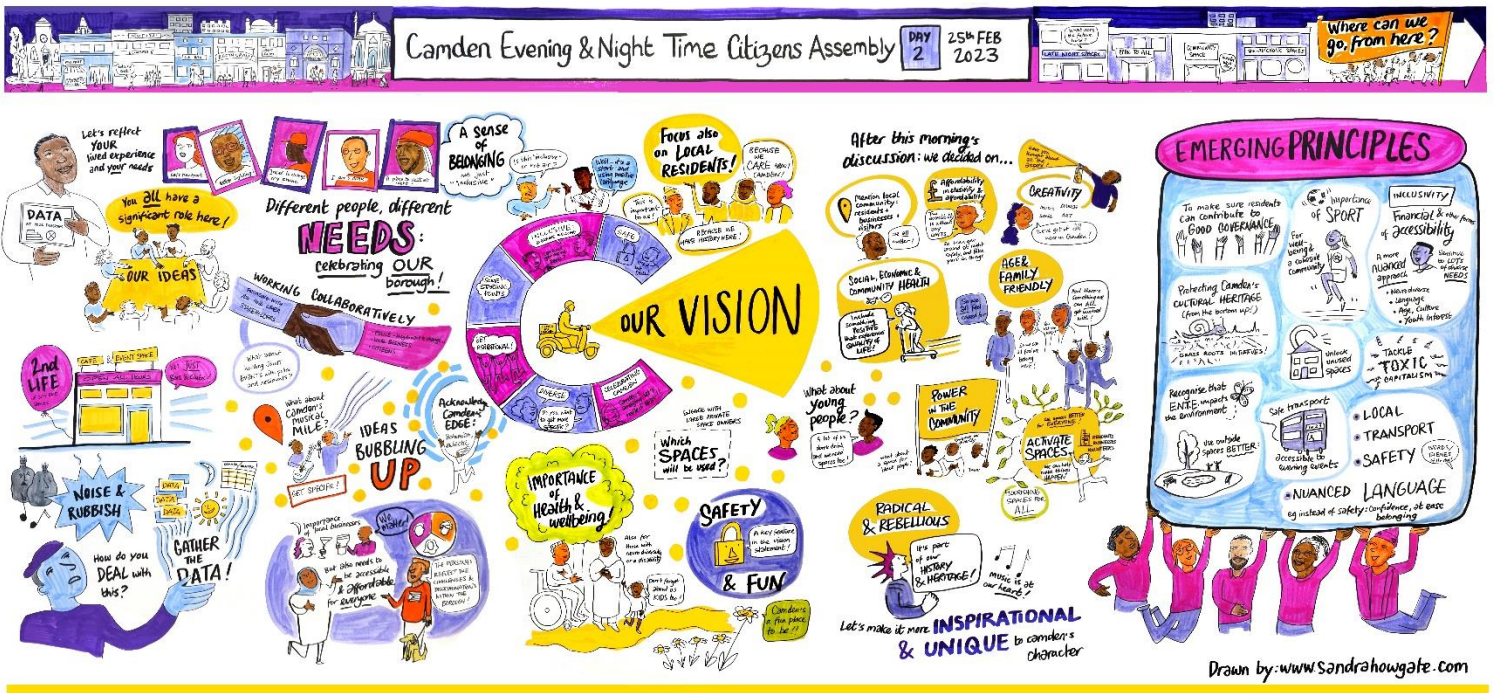
Similarly, to the morning session, in small groups assembly members reviewed these principles against the ‘personas’ and using their own lived experience. They discussed what felt right about them and why, what didn’t work and why, and what they thought needed to change and

if there was anything missing in the principles to make them more accurately reflect the needs of all those who interact with Camden’s evening and night-time. To support discussions, Camden Council shared additional data requested by assembly members in session one.

To bring the ideas from the morning and afternoon sessions together, one member from each table was invited to share back with the whole group a highlight from their discussions. Tables took it in turns to report back a key point from the morning discussions about Camden’s vision and the afternoon discussions about Camden’s principles for the evening and night-time.

During weekend two **Sandra Howgate**, a graphic facilitator, attended the session to document in a visual format, the vision and principles discussed by assembly members. You can see Sandra’s illustration of the emerging principles below.

To close the session, the lead facilitator gave an overview of the assembly’s journey so far and what to expect from the final session.



Session 3: Pulling it all together: principles, actions, and measures of success

The third and final session took place on Saturday 4th March, one week after session two. This session saw assembly members finalise their recommendations for an evening and night-time vision, supporting principles, calls to action for key actors in Camden, and measures of success for each principle.

The session started with an introduction from **Amy Lamé, London's Night Czar**. Amy talked about having data to make the right decisions and why it is important that boroughs think holistically about their evening and night-time, ensuring plans are developed with communities. Amy pointed to Camden's citizens' assembly on the evening and night-time as an important step towards incorporating community views in a Council's strategy. After her presentation, assembly members had an opportunity to ask questions.

The lead facilitator then provided a recap of the purpose, outcomes, and agenda for session three. Assembly members took part in a connection exercise to encourage continued relationship building between members and give everyone a chance to meet those they might not have so far.

After reconnecting with the assembly guidelines, members started their first small group exercise of the day: reviewing the redrafted vision for Camden's evening and night-time. Assembly members were presented with three updated versions of the vision statement. These drafts were created by Camden Council and were produced using the work of the assembly during session two. **The three suggested vision statements were:**

Vision Statement One

"Our vision for the evening and night-time is one where the people, places and spaces that give Camden its unique and vibrant night-time character can be creative, rebellious and can flourish. People of all ages and backgrounds feel welcomed, safe and that they belong and the wellbeing of those who live or work in Camden is protected."

Vision Statement Two

"Our vision for the evening and night-time economy is one that celebrates creativity, embraces diverse spaces, and places, and welcomes people of all ages and backgrounds. We strive to enhance the quality of life for everyone by providing a safe and vibrant atmosphere that showcases the character and heritage of our community."

Vision Statement Three

"We are Camden, and we will work together to enable a night-time experience that has something for everyone, continues to lead iconic cultural production whilst being a safe, respectful and enjoyable experience. A night-time that everyone belongs in, whether living, trading, working or visiting."

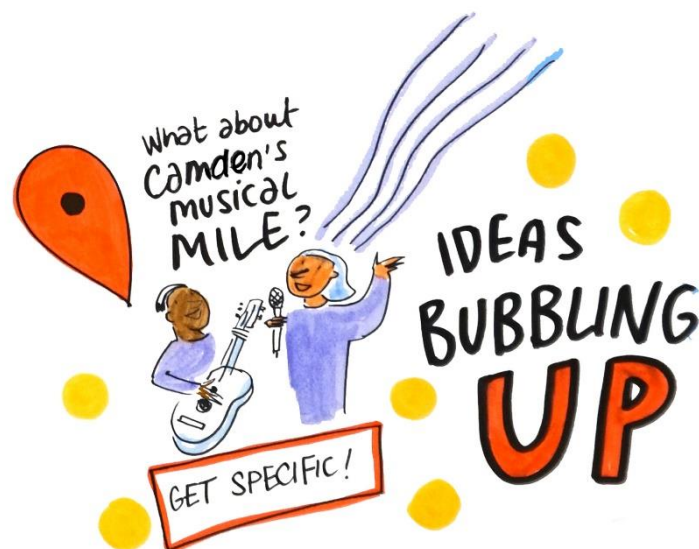
In small groups, assembly members discussed what they liked about each statement and what needed to change. The assembly came back together in plenary to share back the headline reflections, with a member from each table reporting back. This was the final work from the assembly on the vision statement. The feedback was collected and will be used to inform Camden Councils final vision statement as part of the new evening and night-time strategy.

After a break, assembly members recapped their work on principles for the evening and night-time from the afternoon of session two. Each small group was assigned one themed set of principles to work on, presented to the groups as handouts. In the small groups, members worked to review and refine the principles and calls to action that sat with each principle. They discussed what they liked, didn't like and how success could be measured for each statement. Measures of success were included to guide Camden on how they will know once a principle and call to action has been effectively implemented.

Assembly members then spent a large portion of the day reviewing and refining their principles to support their vision for the evening and night-time in Camden and used these to develop specific calls to action for different actors, and measures of success. These discussions continued after lunch and once assembly members were happy with their work, the whole assembly came back together to share headline feedback from each table. Each table nominated one or two speakers to present back their final theme, principles, calls to action and measures of success. Written cards with these key points were added to a wall in the assembly space, creating a visual flow of all eight themes and their corresponding principles, calls to action and measures of success.

The process ended with an opportunity for assembly members to reflect on their experiences of participating in the process, and to celebrate their achievements. Detail about assembly member reflections can be found in [Chapter five](#) of this report.

To close the assembly, **Councillor Georgia Gould, leader of Camden Council** thanked all assembly members for their continued energy, enthusiasm, and commitment to working collaboratively to inform Camden Council's evening and night-time strategy. Camden Council recapped the journey of the assembly and outlined what to expect next from the process.



04. Work of the Assembly

The final work of the assembly was two-fold:

- Feedback on the three suggested vision statements for Camden's evening and night-time
- A set of principles, calls to action, and measures of success that should underpin Camden's evening and night-time strategy

The graphics on the following pages outline the headline outputs from the assembly. To see a full transcript of the detailed assembly discussions from each weekend, please view the report annex.



4.1 Vision Statements

Vision One

“Our vision for the evening and night-time is one where the people, places and spaces that give Camden its unique and vibrant night-time character can be creative, rebellious and can flourish. People of all ages and backgrounds feel welcomed, safe and that they belong and the wellbeing of those who live or work in Camden is protected.”

What we like

- Flourish
- Well-being
- Welcomed
- Vibrant and unique
- Like unique, vibrant, creative, rebellious, can flourish, artists, musicians have been disappearing since austerity and covid
- No mention of economy
- The first vision covers it all, mix up with No. 3 with edits
- Creative, vibrant, and unique. All backgrounds welcome, feeling safe
- Vibrant, creative, unique, Camden community and its people, feel welcomed, like a big hug, inviting everyone
- Protecting Camden’s history and unique creative... showcases these things
- Camden can flourish
- Include all ages, which is important
- Sounds like it’s trying to be hip, what does rebellious mean?
- Is good but a bit long-winded

What needs to change

- Feels very generic, if you removed ‘rebellious’ it could apply to any London borough.
- Edit and reduce word count, use ‘we’
- Replace ‘rebellious’ with ‘understanding’
- No sustainability/health present – multi-species
- Rebellious sounds scary and people then causing problems or being against the ENTE
- Rebellious – co-opting tone? Inappropriate from council/citizen’s assembly, history may be better
- Distinctive rather than unique
- Where is there a commitment to sustainable, multi-species neighbourhoods?
- Evening and night, repetitive with night-time
- Too much to remember, busy
- Across the borough of Camden
- Must include evening?
- Still not showing the essence of Camden
- Feeling welcome how?

- Flourish and enables creativity is better than celebrates
- Well-being is included
- Vibrant, unique and creative
- Misses 'community driven', could we use 'we are Camden' language in vision 1 as well?
- Is better at being about Camden
- Our table all prefer this statement, it's the most relatable
- Encapsulates most of what I'd like to see in such a statement, and what the ENTE in Camden should be about
- Too long sentences
- Sentences way too long
- Too wordy
- More artist support! Creativity brings work
- People of all ages, backgrounds – safe, Camden is safe for all
- Not sure about rebellious, think inclusivity, not strong enough
- Access and affordable, not strong enough
- We is good – don't need to use the word 'vision' in the 'vision'!
- If you belong, you ARE safe. Safe is redundant/dog whistle
- Emphasis on support for night-time character to flourish



Vision Two

“Our vision for the evening and night-time economy is one that celebrates creativity, embraces diverse spaces, and places, and welcomes people of all ages and backgrounds. We strive to enhance the quality of life for everyone by providing a safe and vibrant atmosphere that showcases the character and heritage of our community.”

What we like

- I like that there is a vision and mentions what they strive to do
- Talks about supporting/showcasing artistic heritage, emphasising Camden’s vibe
- Recognises the key interplay between people and place that is at the core of the ENT
- Acknowledgement of character and heritage
- Heritage
- Celebrate
- Love that it includes celebrate, diverse side of Camden, saving Camden heritage, which is important
- Like celebrate creativity, embraces diverse spaces and places. Very good sentence, covers all
- I love the heritage word, it’s like the uniqueness of Camden
- All ages
- Striving to enhance quality of life for everyone
- Like focus on safety and well-being
- Sounds genuine and a ‘normal’ tone of voice, is all encompassing
- Vibrant atmosphere

What needs to change

- Providing? Use Enabling or enable instead?
- A bit vague/dry, airy-fairy
- Too instructive, passive?
- Maybe change safe to safer?
- Heritage or history?
- Showcasing heritage and character – how?
- Don’t need the word vision?
- No ‘Camden’ at all?
- Maybe just talk about evening and night-time, rather than economy, as it can lead on caring just about business
- Don’t like spaces and places, people of all ages (other characteristics too), providing (who provides)
- More emphasis on safety
- Not as specific to Camden as option 1. More general, could apply to several London Boroughs
- The use of we and our vision is not clear

- Like vibrant
- Character and heritage of our community, people of all ages
- Like embraces diverse spaces ad places (not just pubs and clubs!)
- Diversity has been high-lighted
- Like people of all ages and backgrounds
- The wording is best in this statement
- Is good but prefer No. 3 as it is more of a statement



Vision Three

“We are Camden, and we will work together to enable a night-time experience that has something for everyone, continues to lead iconic cultural production whilst being a safe, respectful and enjoyable experience. A night-time that everyone belongs in, whether living, trading, working or visiting.”

What we like

- A night-time that everyone belongs in, whether living, trading, working, or visiting
- Inclusion of ‘living, trading, working or visiting’
- Sense of ownership is very important. Encourages everyone to get involved in its success
- Belonging, living, trading, working, or visiting... but may be more groups
- We love ‘we’
- Cultural production and/or richness
- Iconic
- We at Camden will work together, recommend word change
- Fix grammar of last sentence, in which everyone belongs
- Last sentence ‘living, trading, working, visiting – good action words, continuous, gives a vision/image
- Good – trading is inclusive of traders, workers, visitors
- Sounds like ownership for everyone
- I like as it begins with the strong statement ‘we are Camden...’
- Feels and sounds simpler, easiest to remember
- Everyone belongs in whether living, trading, working or visiting
- Relates to all, residents, visitors etc.
- We like the use of verbs (live, work etc.)

What needs to change

- We are Camden & we will work together – not everyone feels like they’re from Camden, and opening statement needs to be more inclusive.
- Needs to look to the future rather than the past!
- ‘Trading’ not sure...?
- ‘Safe’ is not great, so elementary or such a low bar (belonging)
- Experiences
- Trading not needed
- Is trading is covered by ‘working’
- Everyone is repeated
- Cultural production is meaningless
- Camden after dark, instead of night-time
- Promoting creativity should be stated
- Creativity should be included in statement
- Sounds flippant, what IS ‘iconic cultural production’?
- Well-being (mental, physical, social)
- Not use the word economy?
- Everyone – expand to No. 2 and 1, people of all ages and backgrounds
- Wording leaves too much to interpretation

- Commitment looks forward, aspirational – will work together
- Like 'we' not our, and not top down – good intention, but be clear it's shared
- 'We' Camden working together with residents
- Could be about anywhere
- Enjoyable IS inclusive, can infer accessible, affordable, as well as entertainment
- Needs to include multi-cultural, but like it otherwise
- Night-time experience – separated from day-time? It should be part of a whole
- Don't like 'enable' night-time experience, phrasing
- Don't like 'respectful' experience phrasing, non-specific, wishy-washy
- Less focus on a diverse range of spaces (e.g., that aren't alcohol based)
- Instead of 'iconic cultural production', maybe 'create and play'
- Cultural production sounds like job title. TALK NORMAL, create and play
- Don't like heritage, showcase or iconic production
- Iconic cultural production is too clunky, celebrate/flourish, creative is better
- Something for everyone – does or will Camden have something for everyone or should we strive for everyone to feel welcomed regardless of activities?
- What does 'cultural production' mean?
- Iconic cultural production – local government language, needs to be simplified
- Must include evening, and not just night-time

4.2 Principles, Calls to Action and Measures of Success

Theme 1 - Working together

Principles

1. Communities, organisations, businesses, and the council work together for their mutual benefit.
2. Communities can choose what actions to take and have the resources to act.
3. Greater focus on supporting the values of people living in Camden.
4. Greater focus on how people living in Camden participate in the evening and night-time economy.
5. Recognition that people living in Camden have different needs to visitors.

Calls to action

1. People living in Camden contribute to the future of Camden's evening and night-time, including how it is governed.
2. People's assembly including corporate, independent, council and youth representatives.
3. Continuously engage the council, local business, and local communities to ensure their voices are heard with forums for each area.
4. Use plain English and less jargon.

Measures of success

1. People involved in the people's assembly more accurately represent the diversity of Camden
2. Fewer complaints
3. The council provides resources for people's assembly and area forums to publicly share.

Theme 2 - Our inclusive community

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. Prioritise the Community, including local businesses + organisations, local people. 2. Ensure inclusivity + accessibility include financial, neurodiversity, disability, age, cultural, youth interests and faith to respond to their needs sensitively. 3. Empower grassroots organisations to thrive and develop. 	<ol style="list-style-type: none"> 1. Provide a platform for different cultures and communities to be celebrated widely. <ul style="list-style-type: none"> • Use local, grassroots knowledge to [shape/write/develop] guidance for organisations to be <u>inclusive</u>. • Promote this widely but also target orgs to make sure the message gets through. 2. Engage different groups to build a genuine sense of community and ensure all the voices are heard. 	<ol style="list-style-type: none"> 1. A representative base-level survey to track + measure over time residents & businesses perceptions of Camden's evening and night-time e.g. safety/use/enjoyment etc. 2. Uptake of support training and accreditation around inclusivity. Creation of inclusive business signage (schemes) 3. Better and safer later opening hours to help residents, business + visitors. 4. Increased use of indoor + outdoor public space -> but explicitly used for community purpose + need -> informed by inclusive principle. 5. Receive feedback and action taken on whether marginalised groups are being included/excluded.

Theme 3 - Safe & convenient transport & facilities

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. Transport should look and feel safe for users during the evening & night, particularly most at risk e.g., women, LGBTQ+, Black & Asian communities. 2. Transport & facilities should be user-friendly & continuously updated. 3. Transport should be affordable for <u>ALL</u>. 	<ol style="list-style-type: none"> 1. Re-introduce bus conductors to act as a deterrent for ASB & crime & give a feeling/sense of safety at night esp. For women. 2. New routes that take in some smaller side streets - (Electric vehicles to reduce the disturbance to residents) Use clear + spec 3. Digital timetables at every transport link & stop. 4. Continuously researching & improving on transport links, technologies & vehicles & routes. Going off the main bus route - a certain amount of request stops to ensure vulnerable people safe return home/or journeys end. 5. Comfort. Toilets/facilities should be incorporated as this is a fundamental thing. 6. No additional cost for night-time trains & even discounts or subsidies if possible. 7. More schemes consider that salaries against cost of transport at night particularly. 8. Cost has more impact on working families on low incomes. 	<ol style="list-style-type: none"> 1. Increase in working digital schedule & security. 2. Increase in security presence (i.e., community volunteers) 3. Crime data e.g., rates going down. 4. More people feeling comfortable to use the transport system.

Theme 4 – Place & Space

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. That we acknowledge what is right for one neighbourhood may not be right for another. 2. That we work together to better use existing internal and external spaces, including public open and green space, now and in the future. 	<ol style="list-style-type: none"> 1. Support and enable spaces to open later, considering local need + seasons. 2. Facilitate access to space in the E+NT for all communities that want it (e.g., matching service space/activity) 3. Clear simple visible processes to bring outside spaces into use in the E+NT 4. Create better information about what's happening in Camden in the evening + night-time 5. Test and pilot new approaches to better using space in the E+NT, creating and sharing learning about what works + why. 	<ol style="list-style-type: none"> 1. Increased application for evening events 2. Attendance at events 3. Increase in use of community spaces in the evening. 4. Creation of models/templates to make activities easier. 5. Value for money/time for businesses, VCS, Council 6. Complaints per event (few=success) 7. Learning opportunities 8. Satisfaction levels of businesses 9. Positive feedback from events <p>Q: How do we make decisions in the interests of the majority?</p> <p>Q: How can tech facilitate the strategy?</p>

Theme 5 – Inclusive economy & business

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. Make Camden a stage for creatives, dreamers, enthusiasts, and innovators. 2. Businesses & organisations do commit to affordable, high quality + sustainable services (offer) that enrich residents' lives. 	<ol style="list-style-type: none"> 1. Prioritise locally owned businesses, organisations and communities that make Camden's neighbourhoods distinctive. 2. Facilitate entry into training, jobs and enterprise for local talent of <u>all</u> ages. 3. Analyse + gather data on how money + wealth flows through Camden - map this 4. Analyse E4=NT footfall to identify where there is need + opportunities. 5. Incentivise business to recruit local talent e.g., <u>apprentice levys</u> 6. Signage to identify & promote locally owned businesses (branding) 7. Lobby government to disincentivise keeping empty properties on the high street. 8. Encourage meanwhile use of spaces. 9. Make live music standard licencing condition. 10. Proactively supply clear information in diverse languages about opportunities within Camden for our residents. 	<ol style="list-style-type: none"> 1. Doubling of live music venues 2. Increase evening footfall by 33% 3. Double proportion of night workers who are Camden residents. 4. An evening offer in every neighbourhood and for every community 5. Higher proportion of money flowing through locally owned businesses & created and taking root in Camden.

Theme 6 – Liveability & wellbeing

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. We consider + respond to how ENTE impacts on health & wellbeing who live + work in Camden. 2. Green spaces + sport is important & a part of the evening + night-time. Connecting people, helping wellbeing. 3. Taking part in ENT enriches our wellbeing. 4. Prioritise health of night workers, health food options awareness of extra needs & offer support when required. 5. Develop, prioritise, and protect grassroots + independent businesses. 	<ol style="list-style-type: none"> 1. 24/7 access for gyms... 2. ONE-off 24/7 community assets open late hours. Mid-summer(?) 3. Increase salary of night-time staff 4. Business rates reduction for small new venues + businesses 	<ol style="list-style-type: none"> 1. Higher pay for night workers 2. Fewer emergency medical police calls 3. Few GP appointments 4. No more isolation 5. Affordable/accessible to <u>ALL</u> via <u>community</u> 6. On-going/regular convening 'Forum' of all stakeholders i.e., more people assemblies 7. Fewer complaints from resident's objective.

Theme 7 – Being safe & feeling safe

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. That being safe and feeling safe is essential to Camden’s evening and night-time strategy. 2. No matter who you are, everyone deserves to <u>feel</u> safe and <u>be</u> safe at night in Camden. 3. We need continuous improvement for work around safety in the evening and night. 4. Different people need different things to feel safe - young people, women, LGBTQ+, B.A.M.E, communities. 5. Safe spaces are created inside + outside from our indoor venues to parks + open spaces. 6. As well as being safe in the borough, people feel safe + comfortable in the evening and night-time. 	<ol style="list-style-type: none"> 1. Use clear + specific language to identify the groups + work with those people to identify solutions to feel safer at night, especially safe spaces + transport. 2. Clear signposting for everyone out at night. Support in venues, night-time guardians, accessible maps. 3. Signage etc that marks places/venues etc as inclusive + welcoming (also for specific marginalised groups). 4. Establish more safe/trusted space + people you can find when you’re out (e.g. safe spaces at Camden Lock, police wardens etc. 5. Provision of safe spaces in the public realm to allow all to access safe areas at all times. 6. Include local people in response to night-time activities in a positive way e.g., volunteering opportunities. 7. We need safe spaces for young people to be at night (free, subsidised, community, no alcohol) 8. We need to communicate + <u>engage</u> (e.g., Events, workshops etc) to integrate opportunities + get them used by the intended people. 9. Use of different technologies to capture views - accessible to all. Including following up on strategies + QR codes, websites. 10. Training for communities to be empowered to be active bystanders + support each other. 	<ol style="list-style-type: none"> 1. In the future, there would be no specific spaces because everyone feels welcome in all spaces. 2. Someone who facilitates the voice of the people. 3. We would see new spaces + initiatives taken up and integrated into the community. 4. Everyone could feedback their ideas and high response rates. 5. Manage success by seeing people from all backgrounds out at night in Camden. 6. More people who wouldn’t have gone out in the evening or night-time now feel comfortable to.

Theme 8 – Culture, creativity & heritage

Principles	Calls to action	Measures of success
<ol style="list-style-type: none"> 1. To continually capture and champion Camden’s evolving character 2. That we support + protect Camden’s diverse cultural & artistic heritage. 3. Celebrate what we already have. 4. That we facilitate + promote Camden’s diverse cultural & artistic heritage. 5. To foster a culture of creativity & inclusion to nurture the growth of creative ideas. 	<ol style="list-style-type: none"> 1. Have cultural scouts that can link organisers to the council (incl. Safe scouts) Link to existing data - like Just Eat. 2. Welfare officers, in venues 3. Providing access to space for businesses/council/others to work together + bring culture + community together. 4. Fund to support diversity + cultural inclusion established. 5. Register to catalogue important organisations to enable promote + protect. 	<p>Quantitative measures</p> <ol style="list-style-type: none"> 1. Number of events <ol style="list-style-type: none"> a. Growth year on year b. Longevity 2. Attendees <ol style="list-style-type: none"> a. Diversity b. Footfall 3. Outcomes - focused KPI’s for council teams <p>Qualitative measures</p> <ol style="list-style-type: none"> 1. Surveys managed centrally, distributed by organisers. 2. Agreement with the statements: <ol style="list-style-type: none"> a. I feel a sense of belonging. b. There is enough to do to enrich day to day lives. c. Me + my cultural identity feels recognised. d. Events represent my interests. 3. Surveys should be incentivised.


05. Assembly member reflections

At the end of the final session, assembly members were asked to answer the question:

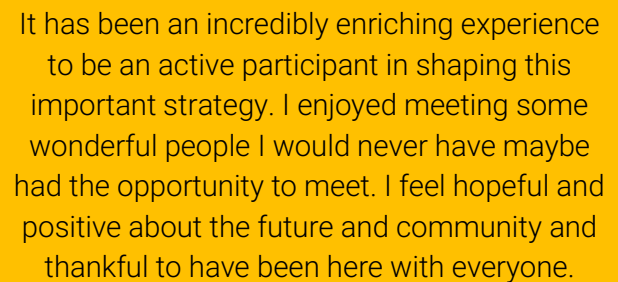
How did you feel about being part of this assembly process?

The following section shares reflections from assembly members about their experiences of participating in the process.

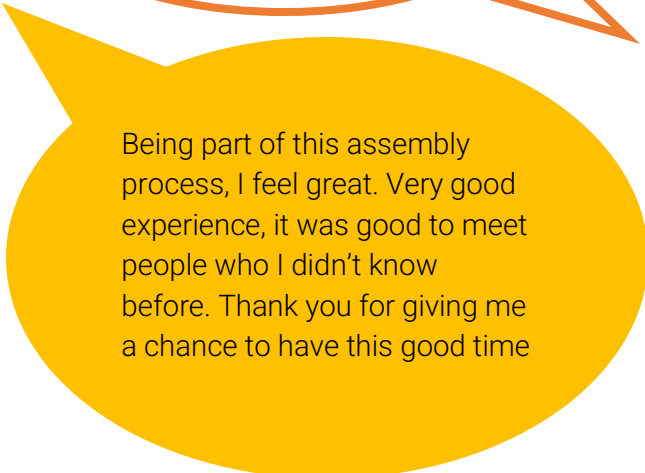
Meeting a diversity of new people with different perspectives



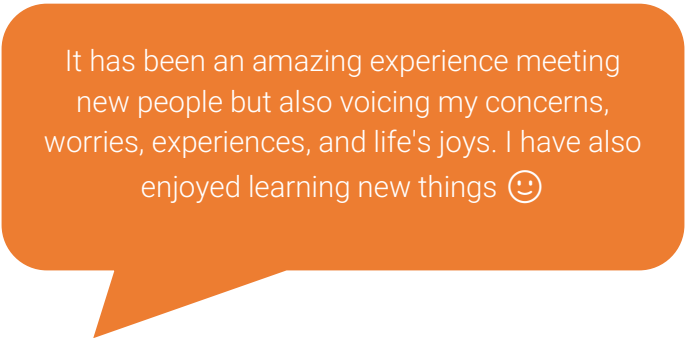
I felt involved and intrigued. From being able to express my views, listening to others, I've met a host of interesting and wonderful



It has been an incredibly enriching experience to be an active participant in shaping this important strategy. I enjoyed meeting some wonderful people I would never have maybe had the opportunity to meet. I feel hopeful and positive about the future and community and thankful to have been here with everyone.

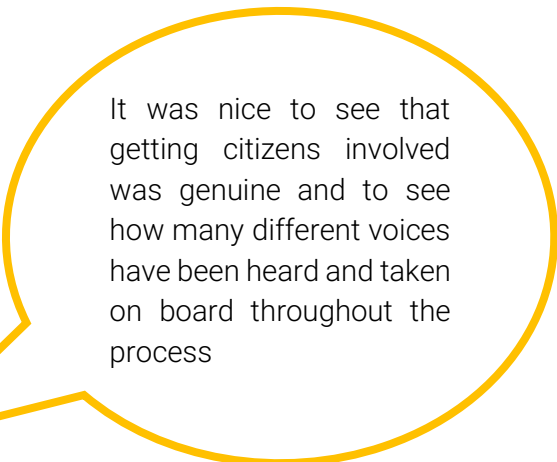


Being part of this assembly process, I feel great. Very good experience, it was good to meet people who I didn't know before. Thank you for giving me a chance to have this good time



It has been an amazing experience meeting new people but also voicing my concerns, worries, experiences, and life's joys. I have also enjoyed learning new things 😊

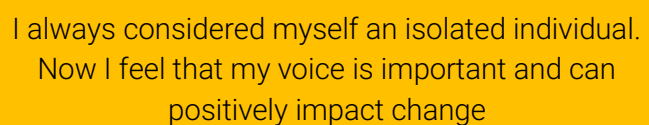
Being valued and heard by Camden



It was nice to see that getting citizens involved was genuine and to see how many different voices have been heard and taken on board throughout the process



It was a good experience to have the opportunity for my opinions to be heard, and get involved with my community. I would like to participate in future events like this



I always considered myself an isolated individual. Now I feel that my voice is important and can positively impact change

Strengthened relationships with Camden Council

I felt honoured and appreciated and I feel like I have a newfound admiration for the humanity of the decision and policy maker of the borough of Camden

I'm impressed by Camden's openness to new ideas and co-creating such an important activity with a diverse group.

Being involved in making/contributing to Camden's plans for the night economy has made me feel valued by the council. It is great that local business/residents are considered when such decisions are about to be made



Community pride and strength

I enjoyed the process and liked watching people open up, and grow in confidence. I think that it was an empowering space

I finally feel like a hopeful citizen of Camden

Enlightened, a stronger sense of community and belonging to Our Camden

Making a difference in Camden

The process was unexpectedly enjoyable. It was nice to meet people from across the borough and to remember how vast the borough is. It feels good to think that when some of our changes come into being, I can say that I was a part of it.

Empowered. Part of a democratic process.

I felt like I was part of a new, innovative approach to policy making and local government

What happens next?

It has been great to be part of night-time economy when it is integral to inner city life. It's so important that it's thriving and am pleased with principles that have been proposed.

Hopefully, love Camden more. Will it happen? So much more to do. Just tip of the iceberg. Down with toxic capitalism - but I mean it!

I feel this is important work to understand the needs of Camden's businesses, communities and residents in relation to their night-time experience. I just wonder how much of it will be implemented

Improvements for the future

Enjoyed being a part of the assembly and sharing my views. I'm hopeful for good outcomes especially around the inclusivity of under represented groups. Work needed to prevent sensory overload.

As a grassroots music venue operator I feel valued, recognised and listen to. It was a privilege to be invited. However, the business representation was in the vast minority and our views were quite diluted as we were incredibly outnumbered