

**LONDON BOROUGH OF CAMDEN**

**REPORT TITLE:** Boundary review size submission for Camden Council

**REPORT OF:** Borough Solicitor, Andrew Maughan

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# Camden Council size submission

## 1. Camden's proposal

- 1.1. Camden welcomes this review of its electoral boundaries and the opportunity to submit representations to the Commission. This report is the output of the Council's member's working group and was approved by our Audit and Corporate Governance Committee on 27<sup>th</sup> September. Full Council support was received on 8<sup>th</sup> October.
- 1.2. Our proposal sets out Camden's unique and high-profile position as a gateway to a world city, the scale of change in its population and the pressures on our diverse communities. It shows the critical role that members currently play as leaders, challengers and champions within the council and our communities. Their roles are key in delivering the ambitions set out by our residents.
- 1.3. The active role for members in working together to make sure that Camden stays an amazing place to live, work and grow up has become increasingly demanding in recent years. Furthermore, armed with insights from our residents and knowledge of the challenges the borough faces, we anticipate a greater workload and a broader role for members over the next five years.

## 2. The borough

- 2.1. Camden is a borough of immense contrast and diversity. The borough is home to quarter of million people, a third of a million jobs, and a diverse spectrum of people and places compacted into 22sq km of central London – the 8th highest density local authority in the 2011 Census. Such contrasts and diversity are often celebrated by our residents and visitors. However, our borough faces significant challenges as well as opportunities. These include significant population change and nationally important regeneration, critical to London's continued success as a world city.
- 2.2. In this section, we provide a profile of the borough and the challenges it already faces. The following section looks at the borough's governance and decision-making structures and how they presently meet these challenges.

### **Our communities are diverse and dynamic**

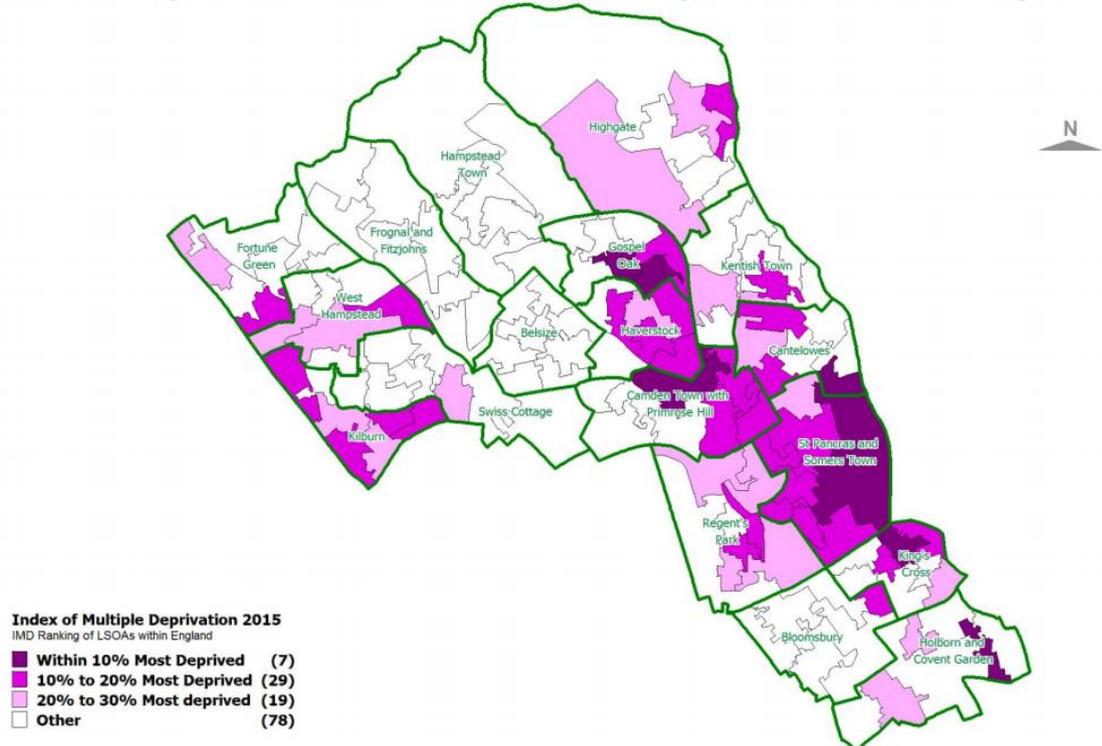
- 2.3. Camden is a dynamic borough of contrasts. Business centres such as Holborn, Euston and Tottenham Court Road contrast with exclusive residential districts in Hampstead and Highgate, thriving Belsize Park, the open spaces of Hampstead Heath, Parliament Hill and Kenwood, the youthful energy of Camden Town, subdivided houses in Kentish Town and West Hampstead and significant areas of relative deprivation such as Gospel Oak. The Council has designated 40 Conservation Areas that cover approximately half the borough, while more than 5,600 buildings and structures are listed as having special architectural or historic interest.

- 2.4. Camden's demographic profile corresponds to a typical metropolitan city with a university presence: a large proportion of students and younger adults and relatively few children and older people compared to the national average. 41% of residents are aged under 30, 67% are aged under 45. One fifth (18%) of the population are children and young people aged under-18.
- 2.5. Camden's population is ethnically diverse and is home to hundreds of different communities. For example, in Camden schools, Camden-resident children speak 163 languages and dialects. In 2011, 34% of Camden residents were from black or minority ethnic groups (increased from 27% in 2001). A further 22% are non-British White residents including Irish and others originating mainly from English-speaking countries in the new world, the EU, Eastern Europe and beyond. Sixty percent of Camden residents were born in Britain or Ireland. Of the remainder, 11% were born in other EU countries and 30% from elsewhere.
- 2.6. Camden is proud of its diversity and has a history of welcoming people from across the world into the borough. Our vast range of different communities requires the specialist skills of members to ensure we are representing, engaging with and responding to the diverse needs of all our residents. Many of these communities face distinct challenges beyond those typically experienced by our White British residents (for example the thousands of EU citizens who call the borough their home).
- 2.7. Councillors also have important roles to play in ensuring that the council represents the diversity of our population. We have a strong conviction that members should come from all walks of life. Being able to spread the responsibilities that come with being a councillor across several councillors in an area allows members to maintain their work and social connections, ensuring they continue to be fully representative of their electorate.

**Our communities face a broad range of challenges**

- 2.8. Every part of Camden has areas of relative affluence alongside areas of relative poverty. On the average rank summary measure for local authorities, the Indices of Deprivation 2015 ranks Camden among the 69 most deprived districts in England. The most deprived area in Camden (found in Gospel Oak ward) is among the 5% most deprived areas in England. By contrast, Hampstead Town ward has the least deprived areas in Camden, where five out of the seven LSOAs are among the 25% least deprived LSOAs in England. In 2015 (latest data available), Camden ranked 4th highest in London for the percentage of children living in low-income families (26.6% of children compared to a London average of 19%, and 17% in England & Wales).

## Indices of Deprivation 2015: IMD Rank of Most Deprived 30% LSOAs in England



- 2.9. The mix of social and economic conditions in Camden is unique within London. According to the 2011 Census-based area classification for London, Camden's population is mainly described in terms of "High Density & High Rise Flats" (32%), "Urban Elites" (29%), "City Vibe" (22%) or "London Life-cycle" (16%).
- 2.10. Camden is home to some of the UK's wealthiest and most deprived areas. Estimated equivalised median household income in Camden in 2017 was £37,127. It ranges from £25,390 in St Pancras and Somers Town up to £49,297 in Frognal and Fitzjohns. One fifth (18%) of households in Camden have a median household income of less than £20,000 a year.
- 2.11. Camden has a greater proportion of its population stating that their day-to-day activities are limited to some degree due to health (14.4%) compared with the Inner London (13.6%) and Greater London (14.2%) averages. Camden has a higher proportion of its population self-reporting that it is in bad health (5.6%) compared to London averages (Inner London 5.3%, Greater London 4.9%).
- 2.12. Being a diverse borough with a significant socio-economic mix is an asset to Camden as well as posing challenges. It also requires councillors to play an integral role in maintaining and supporting social cohesion. They work closely with key community organisations and provide figurehead roles in their wards for a wide range of communities (see Appendix 8 for examples of the many organisations with which members are involved).

### **Our communities need affordable housing**

- 2.13. Our central location, and the range of amenities available, makes Camden a very attractive place to live, which in turn has an impact on the cost of living. As a result, affordable housing is often cited in Camden's residents' surveys as the factor most in need of improvement in the borough. The cost of housing in Camden is amongst the highest for all local authority areas in the country. In December 2017, the average (mean) house price in Camden was £819,339 – 3.4 times the average price for England & Wales and 1.7 times the average price for London.
- 2.14. Camden is unique to many authorities in that it is the landlord for nearly a quarter (23%) of households in the borough. The borough is Landlord to 25,000 households and freeholder for an additional 7,000 leaseholds. This places additional workload on Camden members, most directly through casework but also through the additional scrutiny members provide at five District Management Committees (DMC). These DMCs place members directly in contact with tenant representatives, providing effective and efficient responses to council tenants' issues and concerns. Appendix 10 sets out further details on the DMCs and member involvement.
- 2.15. One third (32.2%) of Camden residents live in privately rented properties, which is just above average for Inner London (30.7%) and double the average for England and Wales. There tends to be a greater movement of people in and out of their households in this housing sector. This flux in residents and the issues related to rented accommodation (mostly anti-social behaviour and environmental concerns) leads to increased demands on members.
- 2.16. There are currently 5,530 households on our housing waiting list, underlining the breadth of the housing crisis in Camden. Camden's response has been to work with developers and registered providers to seek to maximise the amount of affordable housing being delivered, but also to take direct action in the form of our Community Investment Programme (CIP) to build new homes ourselves. As a result, 2017 saw the first year of net gain in council housing with new builds outstripping Right to Buy (RtB) losses. 140 new homes were built and 44 lost through RtB in the same year. We are also maximising the use of council assets through the CIP – building new council homes, replacing old and poor-quality council housing, building intermediate rent homes for households on low to middle incomes and building and refurbishing homeless hostels.
- 2.17. By building new homes we can support residents to remain in the borough despite the market pricing many out of private accommodation. But effective delivery can only take place in partnership with our communities. Ensuring that council-led development, and all new housing and commercial development occurring in the Borough, is designed and built in consultation with communities places an additional burden of representation on ward members

### **Camden as a gateway to a world city**

- 2.18. Whilst approaching a quarter of a million people live in Camden, the daytime population swells to double as hundreds of thousands arrive to work, study or visit the borough each day (there are around 367,800 jobs here). Camden is just a fragment of Greater London, occupying only 1.4% by area (London's 8th smallest

borough by area), but home to 7% of London's employment and 2.9% of its population. Camden is also home to several sites of international interest, such as the British Library, the British Museum and the world famous Camden Market, which receives 28 million visitors per year.

- 2.19. The borough has three major train stations (Euston, St Pancras and Kings Cross), including the International Terminal at St Pancras, which ensures a heavy footfall of domestic and international visitors. Camden is the first part of London millions of workers and visitors see. It places a high degree of responsibility on the Council to maintain a high-quality environment alongside a need to effectively juggle the interests of residents and those of the businesses based here and their workers.
- 2.20. There are also extensive bus, tube and suburban rail networks. Many of the borough's streets are under severe parking stress, and the southern part of the borough is within the central London congestion-charging zone (though a high proportion of households (78%) in this area do not have access to a vehicle).
- 2.21. This daily flux provides a unique challenge to our members, stretching their role to representing significant number of workers and visitors who are not permanently based in the borough. Added to this are major infrastructure projects, such as High Speed 2, which will require the redevelopment of Euston station and its surrounding area. This has already required intensive work with local residents whose homes are at risk, another representation challenge for members which will only increase in the years ahead.

#### **Camden as a business and knowledge hub of international significance**

- 2.22. Approximately 367,800 jobs are done by people working in Camden, just over 7% of all employment in London. This is the third highest in London after Westminster and the City.
- 2.23. Camden's geographic position in central London, and the business environment developed, have enabled it to become one of the most important business locations in the country. Camden makes a large contribution as measured by GVA (Gross Value Added). Office of National Statistics (ONS) estimates that Camden added £32.3bn to the national economy in 2016, an increase of 59% on 2008, growing faster than central London (39%), Greater London (34%) or the UK average (23%). Camden is the 3rd highest contributor to GVA in London after Westminster (£59.1bn) and the City (£49.2bn). Camden contributes 7.9% of London's GVA, while Camden's share of UK GVA of 1.85% is up from a revised 1.43% in 2008.
- 2.24. Our members have a key role representing businesses in the borough which are worth over £32 billion. A strong relationship between the council and local business is important to the borough as well as the national economy. As part of their role, members (including the Leader and other Cabinet members) work closely with Business Improvement Districts, the Knowledge Quarter and a quarterly business board.
- 2.25. Camden is home to 11 higher education institutions, including University College London (UCL), the School of Oriental and African Studies (SOAS), the London School of Hygiene and Tropical Medicine, Birkbeck and the University of London.

Camden is home to the largest student population in London, with more than 26,500 higher education students resident in Camden, 54% of whom are from overseas. A third (33%) of students live in halls of residence or university properties and 39% reside in the area south of Euston Road. More information about our student population is provided in Appendix 2. Camden is also home to WMC, The Camden College, previously known as Working Men's College (WMC), is the oldest surviving adult education institute in Europe.

### **3. Our members: leaders, challengers, champions**

- 3.1. Since the previous review in 1999, Camden has had 54 elected members with three members in each of 18 wards. Our members play an important role through leadership, challenge and championing the needs and strengths of our residents. Such roles are critical in ensuring the borough is governed effectively, making tangible improvements to the quality of life for those who live, work, study and visit Camden.
- 3.2. Once elected, the overwhelming majority of members remain in post for their full term and over three quarters seek re-election for a second or third term. During the last election, there were 250 candidates up for election. Our members provide a key role for the borough and its council, with their duties enshrined in Article 2 of the Council constitution.
- 3.3. In this section, we have provided a profile of the borough's governance and decision-making structures and how they presently meet these challenges facing Camden. The following section goes on to explain the future challenges that face the borough, and how we plan to meet them.

#### ***Our member as leaders***

- 3.4. The core leadership role of our members will be similar to other borough Councils. The more traditional roles and responsibilities of members are detailed below in addition to the more expansive requirements.
- 3.5. Our members collectively act as the ultimate policy makers, making decisions on overall strategies and revenue and capital budgets. They also provide community leadership, and work for the good of the borough with local, regional and national organisations.
- 3.6. All of Camden's 54 members meet together at Full Council, which decides on Camden's overall policies and budget. Full Council considers some of the most important matters, including setting the budget, agreeing the Council Tax and approving some of the Council's main policies. The Council also approves the Constitution.
- 3.7. The Council, at its annual meeting each May, elects a Mayor and Deputy Mayor for the coming year. The importance of this ceremonial position is widely recognised in Camden. The Mayor is the borough's first Citizen and represents Camden at some 500 engagements during the year, in addition to chairing Council

meetings. The number of engagements reflects the expectation of the Borough that this role is extremely active and high profile, and is a full-time role for the office holder and a significant commitment for the Deputy.

- 3.8. At its first meeting after the Council elections, the Council appoints the Leader of the Council. The Leader's term is four years and the Leader appoints the Cabinet annually. The Council also decides on the size and membership of all the Council's committees, which are set out in Appendix 4. The Council meets around seven times a year. All meetings are held in the Town Hall and are open to the public to attend.
- 3.9. The democratic leadership of Camden is provided by its Cabinet/executive system of governance. At present there are ten members of the Cabinet, each with a Portfolio of responsibilities, as set out in Appendix 5. Decisions are mainly taken by Cabinet, although some decisions are delegated to individual Cabinet members. Meetings of the Cabinet are held approximately nine times a year at Camden Town Hall, and are usually open to the public to attend.
- 3.10. Camden has a highly engaged civic culture which means public meetings, such as Cabinet and Full Council, are subject to more media interest than is the case in most other local authorities (for example, three media outlets were present at the most recent Cabinet meeting). The borough is home to two local newspapers, Camden New Journal and the Ham & High, which regularly report and comment upon the council, usually requiring member comment and input.
- 3.11. Camden's leadership and portfolio roles are not considered to be full-time roles, as the Council wants to encourage a diverse range of members, most of whom work and as set out above have and maintain good links with the community. At present, the Cabinet has the maximum number of roles allowed to meet the duties placed on political leadership, and this is predicted to be the case for the foreseeable future. Any reduction in the total number of councillors would therefore reduce the proportion of non-Cabinet members available to fulfil non-executive functions. Cabinet roles are sometimes covered by other Members, and the present number of councillors helps to enable this flexibility, and overall balance between the Executive and the Council.
- 3.12. Some decisions cannot legally be taken by the Cabinet (so-called "Non-executive decisions), usually regulatory matters such as Planning and Licensing. There are 15 members of the Licensing Committee and 16 members of the Planning Committee. These committees meet frequently and are scheduled through the year. In the 2017/8 Municipal Year, there were approximately 197 meetings of formally constituted committees and sub-committees of the Council.
- 3.13. There been no instances where the council has been unable to discharge its duties due to a lack of councillors. Although on occasion meetings of Licensing Sub-Committees are not always quorate (this is as they have a membership of only three, of which the quorum is two).
- 3.14. The Planning Committee meets approximately every four weeks and meeting agendas are usually full. Committee meetings frequently run for the full three and a half hours permitted under the council's Constitution and are well attended by

residents, applicants and other interested parties. In the 2017/18 municipal year, the Committee considered 77 applications and also met twice to consider policy and performance matters. Although this is a small proportion of the overall planning decisions made, this does represent significant amount of work for those members involved. Besides the meetings, members of the committee have to attend briefings and on occasion site visits. Three members of the committee sit on our advisory panel who proffer views with decision making route for particular applications.

**Table: Planning Decisions in Camden since 2015**

		Delegated				Committee	
Year	Total decisions	Total delegated decisions	% delegated	Number presented to members' Briefing Panel <sup>[1]</sup>	% Members' Briefing Panel of all decisions	Number Presented to Committee	% Committee
2017/18	3,539	3,454	97.60%	326	9%	77	2.18%
2016/17	4,127	4,082	98.90%	315	8%	111	2.60%
2015/16	3,875	3,723	96.10%	336	9%	152	3.90%

- 3.15. The Cabinet member for Investing in Communities has also taken single member decisions on issues such as the approval of planning guidance, local infrastructure levies and the approval of neighbourhood plans.
- 3.16. Beyond the regulatory functions of planning, the council and its members continue to work closely with communities preparing neighbourhood plans. Communities can influence the future of their neighbourhood by preparing a neighbourhood plan that sets out the vision for their local area and general planning policies to guide developments. This support helps to ensure that plans are effective and meet statutory requirements, which allow them to pass examination and ultimately influence development in their areas. The work required from Members is extensive, for example, Camley Street Neighbourhood Plan is about to go out to consultation after almost two years of work. Camden now has three adopted neighbourhood plans, with another to follow shortly in autumn 2018. This is the highest number of such plans in London.
- 3.17. The Licensing Committee meets three times a year to consider policy and performance matters. Licence applications and review applications are considered by five sub-committees (called Licensing Panels, each with three members), each of which is scheduled to meet approximately every five weeks to manage the high volume of applications which attract representations in Camden.

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<sup>[1]</sup> The Members' Briefing Panel comprises three members of Planning Committee and is an advisory body to the Director of Regeneration and Planning as to whether applications should be determined under officers' delegated authority or referred to Planning Committee for a decision.

In the 2017/18 municipal year, Licensing Panels met 33 times to consider approximately 85 applications. There is also a sub-committee of five members that deals specifically with sexual entertainment venue licences and this met four times in 2017/8 and considered eight applications.

- 3.18. The numbers of licences to consider can vary through time. In the period October 2016 to September 2017, there were 166 licence applications, of which 130 led to members being involved with a panel decision. As with Planning commitments, it is not just the number of meetings but also the preparation that requires members' time, as they often need to sift through police reports or prepare for detailed presentations. By necessity, the papers members need to read (and therefore the time needed to be allocated by them) and consider for both licensing and planning committees are extensive.
- 3.19. Comparative statistics returned by local authorities for licensing in 2016/17 (see below – the figures differ as they cover a different time period) show that a higher proportion of applications in Camden go to a hearing than elsewhere. The data shows that Camden has a significantly higher number of licensed premises than many of its neighbouring authorities, and that many more applications go to a hearing, requiring a greater workload for members. This highlights the situation in Camden where its Inner London location means greater demand for licensed premises, and subsequently a significantly number of challenges over licensing.

**Table: Licensing Applications in Camden and its neighbouring authorities in 2016/17**

Licensing authority	Total Premises licences	Total Club premises certificates	Total Personal licences applicable	Premises with 24-hour alcohol licences	Applications	Premises licence/club premises certificate applications that went to a hearing
Camden	1,809	23	3,411	9	300	96
Islington	1,284	4	3,107	39	206	53
Brent	905	32	5,273	51	115	23
City of London	889	1	205	19	135	7
Westminster	3,412	43	3,224	211	686	92
Barnet	887	44	4,587	0	91	8
Haringey	852	22	3,689	48	126	46

- 3.20. The committee system provides effective decision making on planning and licensing decisions, balancing the needs of existing residents with the needs of the businesses, and those people that wish to move into the borough. As the borough's population increases there is likely to be an increased demand on these committees, as new amenities and houses are built to serve new residents of the borough and new challenges arise.

- 3.21. Some executive (or other) members are appointed by the council to other decision-making partnerships, sub-regional, regional or national bodies. Presently 43 members serve on one or more of over 50 outside bodies (see Appendix 8). The workload varies greatly from body to body. The council has a long-standing tradition of valuing the need to contribute to the improvement of London and local government as a whole.
- 3.22. Our members play a full role in driving the borough forward to overcome the challenges it faces by involving themselves in shaping the regional and national areas of policy. As an example, the Leader of the Council is currently the Chair of London Council's Young People's Education and Skills Board, Chair of the Central London Forward (CLF) Employment and Skills Board and a member of the London Enterprise and Partnerships (LEAP) Board (chaired by the Mayor of London). The board Chair has a significant role in coordinating cross-London policy on a range of employment/skills issues, lobbying central government and working with City Hall. This is important as the overall employment rate in Camden is relatively low and the economic inactivity rate relatively high in comparison with London and England & Wales. Students living in the borough account for much of this, but some Camden residents still face significant barriers to accessing employment. A lower proportion of working age Camden residents are in work than is the case nationally (the Annual Population Survey estimated the Camden employment rate at 68.8% in 2017 Q3, 1.2 percentage points lower than the same quarter last year).
- 3.23. Our members take the lead in ensuring the council is prepared for national challenges. For example, in December 2016, the council established a cross-party, member-led Brexit working group to understand Brexit's impacts and secure the best possible Brexit outcomes for the borough. The working group looked at the potential impacts of Brexit locally, Camden's economy during the Brexit process, changes to legislation and devolution, the financial impacts on the Council and social cohesion. One of the key recommendations of the working group's report to Council (March 2018) was that we work with partner organisations to ensure EU residents can access advice services and support as further national decisions which impact them are made.

### ***Our members as challengers***

- 3.24. Members are responsible for the good governance of the local authority, scrutinising proposals and decisions and monitoring how council policy is being implemented.
- 3.25. Formally, this function, which aims to improve the impact of services and the governance of the Council, is achieved through five scrutiny committees, each with eight members. The committees are as follows:
- Resources and Corporate Performance
  - Children, Schools and Families
  - Housing
  - Culture and Environment
  - Health and Adult Social Care

- 3.26. Each scrutiny committee meets approximately seven times a year, with a work programme that is updated and adapted as issues arise. As scrutiny needs to be reactive the work is regular, but not strictly timetabled. There was a total of 40 scrutiny committee meetings in the 2017/18 municipal year. The work plan of the committees in the last 12 months is set out in Appendix 12.
- 3.27. The chairs of the five committees also meet together twice a year as the Joint Chairs of Scrutiny Committee, to consider the Leader's annual report and other cross-cutting matters.
- 3.28. Some scrutiny committees also establish time-limited scrutiny panels to look at specific issues, with committee members also serving on these panels. There were five scrutiny panel meetings in the 2017/8 municipal year. Due to resource limitations, members appointed to these panels are expected to carry out much of the research and report writing work themselves with only limited officer support.
- 3.29. Two Camden councillors also sit on the North Central London Joint Health Overview and Scrutiny Committee, one of whom is the chair of that Committee. Such additional responsibilities have increased scrutiny workload. While our existing members can currently meet this demand, we remain ambitious for the future development of its scrutiny function and would like to do more. A reduction in the number of councillors would both impact on our existing scrutiny functions and our ability to increase the reach of scrutiny and meet new challenges. This would have repercussions beyond the council's governance, impacting the effectiveness of vital public services. For example, our members are also collaborating with their counterparts in other councils to bring local democratic voice to the governance of the NHS. The North Central London Joint Health Overview and Scrutiny Committee Partnerships support effective collaboration and trust between commissioners, providers, Camden members and the general public to work together to deliver improved health and care outcomes more effectively and reduce health inequalities across the North London system.
- 3.30. As set out above, and in addition to the council scrutiny function, district management committees (DMCs) are made up of representatives from recognised tenants' groups such as TRAs, councillors, and the heads of housing services. They meet four times a year to discuss local issues and housing committee reports. Once a year there is a joint meeting of all DMCs to discuss setting new rents. They also have funds available for residents' groups to apply for. There are five DMCs:
- Camden Town
  - Gospel Oak
  - Hampstead
  - Holborn
  - Kentish Town
- 3.31. Councillors, including the Cabinet member for Housing, regularly attend DMCs as observers. They exercise an informal influence and sanctioning role in proceedings but do not have formal governance powers.

- 3.32. It is difficult to accurately quantify the total number of hours each member spends in meetings, but as an estimate it is worth noting that there were 50 committees and meetings that met a total of 204 times in the 12 months to 30 June 2018 (see Appendix 4). If one assumes that on average each meeting requires an attendee to devote four hours to preparation and attendance, then that represents approximately 7,772 hours of members' time – an average of 144 hours per member, and the equivalent of 4 full working weeks per year. The time spent preparing and attending these meetings will be on top of their other commitments to their employers or other council related activities they may be committed to.
- 3.33. An increasing workload could deter potential good quality candidates with other commitments from standing. Camden is a diverse borough and the council wishes to see this diversity reflected in its representation. A reduction in councillor numbers would make this harder to achieve.

### ***Our members as resident and community champions***

- 3.34. Our members represent constituents' interests (both individuals and local groups) and bring their views into the council's decision-making process. They deal with individual casework and act as advocates for constituents in resolving concerns or grievances. They also act on equalities issues and promote awareness of the Council's policies and practices with potential partners from the voluntary, community and private sectors.
- 3.35. Another important role for councillors is to keep in touch with their wards and interact with members of the community. Members are a vital link between communities and the council. Some become councillors through their work as local activists or work in the local community and continue with this activity whilst holding down their elected role. Most also sit on other local bodies as part of their role.
- 3.36. Councillors generally hold regular traditional surgeries, Area Action Group (AAG) meetings and on occasion help distribute newsletters. They also hold non-traditional surgeries such as pop-up, street and skype surgeries and attend local community events to enhance their accessibility and visibility. A few of the councillors also blog.
- 3.37. The casework role for councillors is significant. Approximately 60-70 percent of casework goes through member support and the rest is progressed directly by councillors with the relevant officers. All councillors have dedicated support officers who help them with their casework and constituency role.
- 3.38. Camden members carry out more than 750 surgeries annually in their local communities. Councillors also offer a specialist cross-party learning disability surgery, which is tailored to adults and young people with a learning disability and their carers. Members raise on average 3,000 questions and enquiries annually, mainly on behalf of and in support of local constituents as a direct response to their local surgeries. The subject matters range from housing needs and repairs to street services and environmental issues, some of which are not just aimed at council services but those provided by our public sector partners. These enquiries

generally require further communication and clarification, which impacts on members' and officers' workloads.

- 3.39. Member-led AAG meetings provide another means for councillors to listen and work with residents. These groups are public meetings, led by ward councillors, where residents and other local stakeholders come together to discuss local issues and influence what happens in their area. Each of our 18 wards have an AAG. Minimal officer support is provided, with members leading on the date and agenda for the meetings. Although these meetings have no formal decision making roles, they do provide spaces for members and officers to engage with the public on areas of interest to that ward. For example, Bloomsbury AAG has been involved in the West End Project, which is the council's £35 million public realm improvement programme to transform the heart of Camden's busy West End. These transformations will make it safer and more attractive for residents and visitors while also boosting business. As part of the community engagement process, Bloomsbury AAG provided important feedback on the proposed improvements, ensuring the residents' perspective was included in proposals to create new public spaces, change bus routes on Tottenham Court Road and a create new park in the local area.
- 3.40. While no councillors have an individual or ward budget for allocation in their area there is a Community Infrastructure Levy (CIL) which is a standard charge local authorities collect from developers. The local CIL is allocated by the members of the ward where it is collected. The ward members sponsor or make applications for funding for projects, which are assessed against previously agreed criteria. Where there are disputes, these are referred to cabinet members.
- 3.41. Outside of formal Camden business, members provide representation at regional organisations to represent the interests of Camden's residents. This is both time consuming and highly important in effectively representing Camden. Appendices 9 and 10 set out these roles. It is difficult to accurately quantify the number of hours devoted by members to these meetings. But assuming each body meets twice a year and requires four hours for preparation and attendance then across the 56 bodies on which the council has representatives then this equates to 768 hours of members' time (about 14.2 hours per member per year).
- 3.42. Members also champion the interests of residents, especially more traditionally excluded groups, through listening and working alongside community based organisations. Camden is home to a particularly large and diverse voluntary and community sector (VCS), with approximately 2,500 VCS organisations based in the borough. Camden also has one of the most engaged local populations in London, with around a quarter of residents who regularly give their time to help others. This offers opportunity to build networks and facilitate social action at a local level, but does also require increased member time.
- 3.43. Overall, our Members spend a great deal of their time fulfilling roles and responsibilities associated with their position, such as school governors and trustees of community organisations. For example, a quarter of members are governors of local schools. As such they will be expected to attend seven evening meetings, three daytime meetings and two training sessions (day or evening) per year. Plus, there are open days and public events which fill any remaining space

in their calendars. Even in a relatively well-connected area such as Camden, travel between sites is time-consuming and is a consideration for many of our councillors. On top of this, we recognise that councillors are part of larger political groups, and as such need time to meet with their party colleagues.

- 3.44. Our ambition in Camden is to continue to develop members' proactive engagement with our communities and partners, to ensure they are involved in the decision-making processes and that they feel equipped to participate in their communities. This will continue to place significant demands on members' time.
- 3.45. Camden 2025 has set the challenges and priorities for the council, and the vision for how our members will develop their work as community champions. We aspire to accelerate our approaches to increasing involvement, participation and collaboration – testing out new ways of working with individual citizens, communities and partner organisations. Members will help continue the move towards the council being an enabler of communities to assert power and improve their neighbourhoods. Our members will also receive further training, starting this autumn, to be community leaders. We aim to equip them with skills to organise and lead residents to face our social challenges together.
- 3.46. In combination with their already demanding and increasing workload outlined above, achieving a more expansive role for members will be a challenge. However, the appetite of our residents and businesses to improve the borough, and the positive impact our members already have, makes it necessary. We aim to mitigate this impact through working with partners and training. However, a reduction in members would severely impact upon our collective ambitions.

#### **4. Future challenges and priorities**

- 4.1. This submission has so far highlighted the factors that make Camden a diverse and dynamic borough, and the governance and decision-making structures we have put in place to face the resulting challenges. In this section we present the emerging and expanding challenges facing Camden along with our ambitious plan for how our members will play a role in taking the borough forward.

##### **A growing population, and growing demand for services**

- 4.2. Camden is an attractive location in the centre of London and many people live, work, study and visit the borough. For service planning, Camden uses GLA development-led forecasts, which predict Camden's population to increase from 243,100 to 254,100 by 2024. Furthermore, the GLA forecasts an increase of 7,500 households (7%) during 2018-24.
- 4.3. Since the previous review in 1999, the population of electors has grown by 15% from 135,680 to 156,173. We forecast that this upward trend will continue and that the number of electors will grow a further 5% to 163,888 by 2024 (Appendix 2 for our methodology). This suggests the number of electors per member will have grown 21% from 2,512 in 1999 to 3,035 in 2024. By 2024, our members will be representing a greater number of residents living in a greater number of households, which will have significant implications on the amount of casework required per member.

- 4.4. The increase in new residents will undoubtedly lead to an increased demand on council services. The resulting churn of new residents on top of this growth means one in seven residents will be new to Camden, requiring significant support, including that of their ward members, whilst they settle into life in the borough and how the council's services operate. Councillors play an important role as the local face of the council and this population growth will create additional workload for them.

#### **Increasing scale and high-profile development**

- 4.5. The borough continues to be the location for many new infrastructure, residential and business developments. The new High Speed 2 (HS2) rail link is a major example of this, and will be a challenge facing the borough for the next 14 years or more as a world-class rail station is built with opportunities for at least 2,000 new homes, around 15,000 jobs, open space, cultural facilities and routes through and around the station. This process will require complex brokering often led by members, to support Camden's role in London economy and critical infrastructure and needs of the borough's communities.
- 4.6. Members have already been leading the lobbying and work to secure nearly 150 commitments with HS2 Ltd that mitigate the impact of the increase in rail traffic, and related construction impacts, on the local community. Although this is a particularly large case, this does show the effective impact members have on ensuring communities benefit from the development of Camden. We continue to push for an integrated station through our membership of strategic boards and raising the issue at the highest levels of government. We want any development of Euston station to achieve the vision of the Euston Area Plan, the plan for the area agreed by Camden Council, Mayor of London and Transport for London following extensive engagement with Camden residents – led by members.
- 4.7. The growing population across the borough, and developments such as HS2, will also have a direct impact on the regulatory processes of the Council – such as planning and licensing committees. As set out above, these are one of the most resource intense processes for members already representing 46 meetings a year, and involve 33 members.

#### **Meeting the financial challenge**

- 4.8. On top of these pressures, Camden is facing financial challenges unprecedented in its half century as a London borough. The council's like-for-like funding has been decreasing from £241m in 2010/11; it fell by 49% by 2018/19, and this will fall further, to 54% by 2019/20 (to £110m). It will require great efforts from members to oversee the provision of effective services to residents and other stakeholders as finances are reduced.

#### **Our plan for the future**

- 4.9. Last year, the council invited everyone who lives, works and studies in the borough to tell us what Camden as a place should be like in 2025. We asked people to anticipate challenges and consider new and innovative ways to tackle some of our most difficult problems. The way these conversations occurred, directly with over 2,000 people, is illustrative of the intensely active role members play in the borough. Every ward had open events, local charities and members

worked together to talk to more vulnerable groups. Cabinet members attended a long running 'Citizens assembly. The result is a vision for the future that is deeply rooted in the values of the people of Camden which builds strongly on the ambitions of the first Camden Plan (2012-2017).

- 4.10. In response to the Camden 2025 vision written with our residents, the council has detailed how it will respond to these challenges in our new Camden Plan. Our Camden Plan 2018-2022 provides a high-level overview of what the council will do and how we will ensure the vision of Camden 2025 is a success.
- 4.11. Throughout these commitments, we will:
- retain a strong belief that it is better and less expensive to prevent problems and intervene early;
  - work tirelessly to give young people the best start in life, from the first years of life to the point where they move into work, training or higher education;
  - work with citizens and partners to build on the strengths of local people and grow the capability of communities to achieve their ambitions;
  - intervene early and help people develop what they need to thrive, working together with partners.
- 4.12. Members will continue to play a critical role in helping the council achieve these ambitions. This will occur as Camden experiences significant population change, undergoes nationally important infrastructure development which impact on our own tenants, whilst diverse communities look for support in an increasingly uncertain world. Members are not only at the heart of our responses to such challenges but part of an increased ambition expressed in Camden 2025 and Our Camden Plan. The council sees that meeting the needs of residents, visitors and businesses requires a more expansive role for members working with our communities.

## **5. Conclusions and recommendations**

- 5.1. In developing our recommendations, the council has carefully considered the various factors outlined in the Boundary Commission's guidance documents. Our submission provides detail on the borough's growing population and economy within London, the diversity of its communities, and the impact these have upon the workload of members. Their capacity to add value through their expertise and local insight is crucial to the work of the council. It explains the challenges facing the borough and in particular the workload and commitments of our councillors which stem from the particular nature of the borough. In addition, and looking forward, it sets out how officers and members are working with local people to identify priorities and reshape the current role of members as leaders, challengers and community champions. Our members have high demands placed upon them and we anticipate these will significantly increase in the period ahead.
- 5.2. Ensuring good governance in the diverse, growing and rapidly changing borough of Camden requires a suitably sized cohort of local members, elected to represent local interests and to continue to act as community leaders, challengers and champions for the borough. We are also committed to improving the way that councillors in Camden work, ensuring they can meet the challenges of the future.

- 5.3. A greater number of members would increase resilience and representation and contribute to more manageable workloads, particularly in light of the growth and change within the borough. However, we have concluded that an increase is difficult to justify at a time when budgets and services are under severe financial and demand pressures. The council recommends that Camden should retain the existing number of councillors at 54 councillors. We believe this level is required to provide sufficient members for effective governance of the borough and, with mitigations, achieve our ambitions. For Camden to effectively serve the people who live, work and study within its boundaries, retention of the existing number of members is our minimum requirement.
- 5.4. There are several important reasons for our proposal:
- As explained in the report Camden is a vibrant and fully engaged Borough with all the characteristics of an inner London Borough together with many unique challenges. The current requirements for councillors is therefore great.
  - In response to the vision of our residents – Camden 2025 – the role of members will become even more important in acting as the bridge between residents and the Council. This will result in an increased level of responsibility and require a specific skill set to ensure we maintain our strong relationships with communities and partners. In addition, we do not foresee any reduction in the more traditional demands upon members' time, such as their important roles as points of reference for enquiries from constituents, decision makers, scrutinisers and representatives on outside bodies.
  - The borough's population is growing, and we need a group of members who can represent its diversity and respond to its differing needs.
  - The borough continues to undergo significant change through major regeneration including HS2 require extensive partnership and community work. This creates important additional representation work for members.
  - The range of complex issues facing the borough is increasing, including a financial challenge, and we require a range of experience and expertise to make effective decisions on difficult subjects.
  - The demands on councillors to be available to advocate for and engage with local residents and other stakeholders will increase as the population grows and changes.
- 5.5. We estimate that the financial impact of our proposal will be nominal, and will be a reasonable cost for maintaining the effective governance of the council.

## APPENDICES

### APPENDIX 1: LGBCE Questions

Theme	Question	Location (bullet no.)	Notes
<b>Leadership</b>	• What kind of governance arrangements are in place for your authority? Does the council operate an executive mayoral, Cabinet/Executive or committee system?	Appendix 7	Leader/Cabinet model.
	• How many portfolios are there?	Appendix 5	There are 10 Cabinet members.
	• To what extent are decisions delegated to portfolio holders or are most decisions taken by the full Executive and/or Mayor?	Appendix 7	The Council is a Cabinet/ Executive model, with most decision held by Cabinet members.
	• Do Executive (or other) members serve on other decision making partnerships, sub-regional, regional or national bodies?	Appendix 8	Yes.
	• In general, are leadership and/or portfolio roles considered to be full time roles?	Appendix 5	No. These are not considered full-time roles.
<b>Regulatory Functions</b>	• In relation to licensing, planning and other regulatory responsibilities, to what extent are decisions delegated to officers?	Appendix 11	<p><b>Planning</b> Appendix 11 has our terms of reference which sets out what needs to go to planning committee, all other matters are delegated to officers.</p> <p>There have been 15 Planning Committee meetings over the last 12 months and there is a regular weekly on-line briefing of the planning applications to be considered.</p> <p><b>Licensing</b> If a licensing application is not contested, it will be approved by officers. If any representation is made and cannot be agreed</p>

		<p>with the applicant, then the matter goes to a panel of councillors. At Camden these are called panel hearings and are a sub-committee of the Licensing Committee, and consist of 3 members. In Camden, these meet very regularly. Over the last 12 months the panels have met thirty five times.</p> <p>The Chair and Deputy Chair of Licensing will decide when an appeal is made against a decision, if a compromise agreement will be made.</p> <p>The Licensing Committee will also determine policy matters, agreeing relevant policies which then go on to full Council for approval.</p> <p><b>Other regulatory areas</b> For officers in other areas of regulatory responsibilities, e.g. closing a food premises or serving a notice for noise - these will be officer decisions.</p>
	<ul style="list-style-type: none"> <li>• How many members are involved in committees?</li> </ul>	15 members on the Licensing Committee, 16 members on the Planning Committee.
	<ul style="list-style-type: none"> <li>• Is committee membership standing or rotating?</li> </ul>	Committee membership is agreed at annual council every May.
	<ul style="list-style-type: none"> <li>• Are meetings ad hoc, frequent and/or area based?</li> </ul>	Meetings are frequent, and for the most part scheduled for the year.
	<ul style="list-style-type: none"> <li>• What level of attendance is achieved? Are meetings always quorate?</li> </ul>	Meetings of Licensing Sub-Committees are not always quorate as they have a membership of only 3, of which the quorum is 2.
	<ul style="list-style-type: none"> <li>• Does the council believe that changes to legislation, national or local policy will have influence the workload of committees and their members which would have an impact on council size?</li> </ul>	Camden 2025 will expand the role of councillors as community champions, to meet the objectives of the new Camden Plan.

<b>Demands on time</b>	• <b>Is there a formal role description for councillors in your authority?</b>		Yes. Article 2 of our constitution.
	• <b>Do councillors receive formal training for all or any roles at the council?</b>		Yes. All Councillors receive induction training, which covers things such as Code of Conduct, members' Interests and Data Protection. There is also mandatory role specific training for those appointed to regulatory committees, and non-mandatory training on many other aspects of being a councillor e.g. ICT skills, managing casework, local government finance, etc.
	• <b>Do councillors generally find that the time they spend on council business is what they expected?</b>		Feedback from our cross party working group suggested that the amount of work required in preparation for activities such as council committees or ward surgeries was more than they had envisaged.
	• <b>How much time do members generally spend on the business of your council?</b>		There are no statistics on the total number of hours but members report that their calendars are generally full with formal and informal meetings relating to their roles as councillors. Many of the Members are also in full-time employment.
	• <b>Does the council appoint members to outside bodies? If so, how many councillors are involved in this activity and what is their expected workload?</b>	Appendix 8	Yes, it does. Currently 43 members serve on one or more outside bodies. It is not possible to make generalisations about the workload as it varies greatly from body to body.
	• <b>Does the council attract and retain members?</b>		Yes.
	• <b>Have there been any instances where the council has been unable to discharge its duties due to a lack of councillors?</b>		No.
	• <b>Do councillors have an individual or ward budget for allocation in their area? If so, how is such a system administered?</b>		While no councillors have an individual or ward budget for allocation in their area there is a Community Infrastructure Levy (CIL) which is a standard charge local authorities collect from developers. The local CIL is allocated by the members of the ward where it is collected. The ward members sponsor or

			make applications for funding for projects, which are assessed against previously agreed criteria. Where there are disputes, these are referred to cabinet members.
<b>Scrutiny Functions</b>	• How do scrutiny arrangements operate? How many committees are there and what is their membership?		There are 5 scrutiny committees, each with 8-10 members.
	• What is the general workload of scrutiny committees?	Appendix 12	Each Scrutiny Committee meets approx. 5-7 times a year. Some also establish time limited scrutiny panels to look at specific issues.
	• Have the council ever found that it has too many active projects for the scrutiny process to function effectively?		No.
	• How is the work of the scrutiny committee programmed? Is the work strictly timetabled?		Each Committee has a work programme which is updated and adapted as issues come up. No, the work is not strictly timetabled as scrutiny needs to be reactive to an extent.
	• What activities are scrutiny committee members expected to carry out between formal meetings?		Some serve on the time limited scrutiny panels mentioned above.
<b>Role of councillors</b>	• In general terms, how do councillors carry out their representational roles with electors? Do members mainly respond casework from constituents or do they have a more active role in the community?		There are a variety of ways as some have come through as councillors in their work as local activists or work in the local community and continue with this activity whilst holding down their elected role. Most also sit on other local bodies as part of their role as a councillor and therefore do a lot more than responding to casework on behalf of constituents.
	• How do councillors generally deal with casework? Do they pass on issues directly to staff or do they take a more in depth approach to resolving issues?		Approximately 60-70 percent of casework goes through member support and the rest is progressed directly by councillors with the relevant officers.
	• What support do councillors receive in discharging their duties in relation to casework and representational role in their ward? How do councillors engage with constituents? Do they hold surgeries, distribute newsletters, hold public meetings, write blogs etc?		All councillors have dedicated support officers who help them with their casework and constituency role. Members generally hold regular traditional surgeries, Area Action Group meetings (AAGs) and occasionally distribute newsletters. Some also hold non-traditional surgeries such as pop-up, street and skype surgeries and attend local community

			events to enhance their accessibility and visibility. A few of the councillors also blog.
	<ul style="list-style-type: none"> <li>• <b>How has the role of councillors changed since the council last considered how many elected members it should have?</b></li> </ul>		The role of councillors has continued to change in response to the changes to the borough and strategic direction of the organisation. This is expressed throughout the report.

## **APPENDIX 2: Methodology for forecast**

### **1. Introduction**

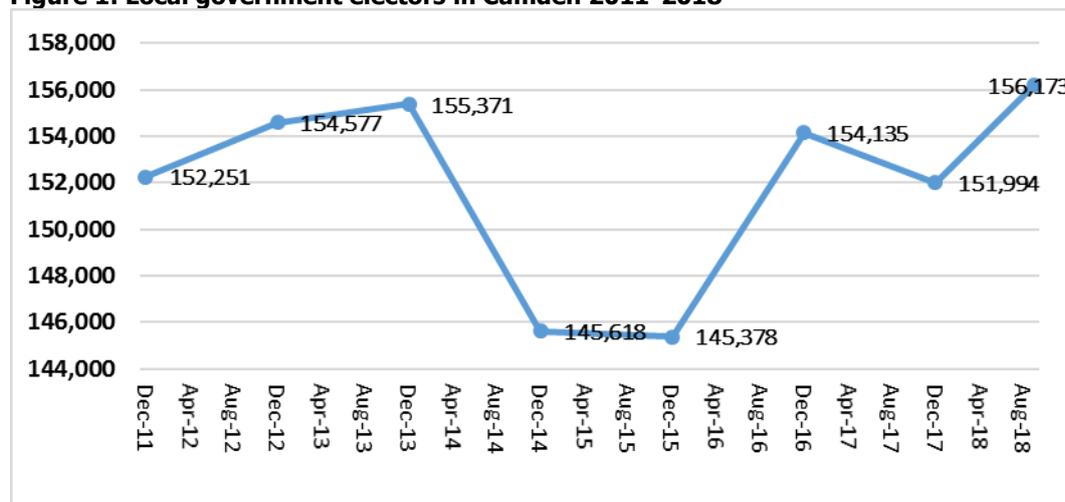
1.1 Camden's polling districts do not align with other statistical geographies as used for Census information. This means that it is not possible to analyse demographic changes using published data at this level. The council has therefore followed one of the suggested approaches by the Local Government Boundary Commission for England (LGBCE) to produce an electoral forecast. This approach is based on using local authority level population forecasts as a starting point, with projected population growth then allocated to ward and finally polling district level based on assumptions about where this growth is likely to take place.

1.2 The following sections outline the steps taken to produce the forecasts and the assumptions made.

### **2. Local Authority Review and Forecast**

2.1 The first step of the process is to forecast the total number of electors for the local authority as a whole (Figure 1). This has done by calculating the ratio of the current number of electors<sup>1</sup> to the resident adult population for 2018. This ratio was then applied to the figure for the resident adult population for 2024 to estimate the future number of electors.

**Figure 1: Local government electors in Camden 2011-2018**



Source: Camden Electoral Registration

2.2 There was a significant initial decrease in the number of registered electors in Camden following the shift to IER, but the number of electors returned to near previous levels ahead of the European Referendum in 2016. In 2017, the number of electors dipped again but increased again in 2018. See Figure 1. The model assumes that the levels of registration are maintained through to 2024. It is considered unlikely that registration rates will change significantly in the future due to the high turnover of Camden's electors.

<sup>1</sup> The latest electoral registration figures as at 16 July 2018.

**Table 1: Local Authority Forecast Figures**

	2018	2024
Resident adult population aged 18 and over	199,700	209,600
Ratio of electors/adult population	78.2%	78.2%
Approximate number of electors	156,200	163,900

Sources: GLA 2016-based Projections 'Camden Development, Capped AHS', 2018; Camden Electoral Registration

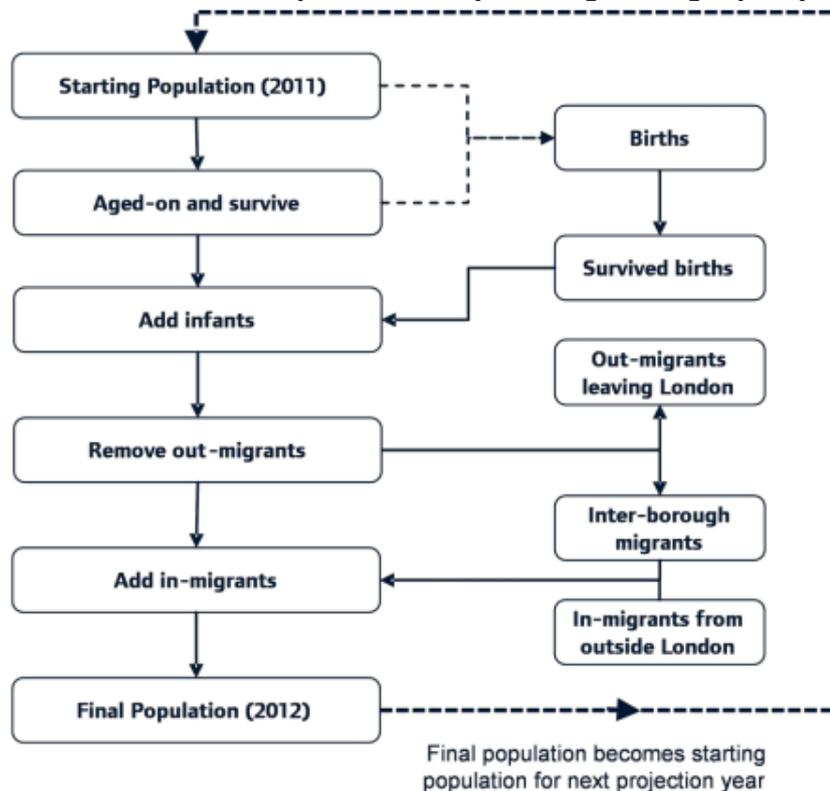
2.3 The figures for the resident adult population for 2018 and for 2024 are based on the latest set of housing constrained projections developed by the GLA. These projections follow a similar cohort component methodology to the 2016-based ONS sub-national population projections, but whereas the ONS model is purely trend-based, the GLA model is housing constrained, modelling migration according to Camden's housing capacity. This means that net forecast development is accounted for within the projection. Camden uses the GLA housing constrained projections for planning services, which has proved more reliable than the ONS estimates and projections (which have historically over-estimated/projected Camden population). Table 2 shows that the difference in projected population growth between the two models, 2018-2024, while Table 3 shows comparison of GLA dwelling constrained projections of the 18+ population for all other London boroughs 2018-24.

**Table 2: Comparison of ONS and GLA projections: resident population aged 18+**

	2018	2019	2020	2021	2022	2023	2024	Change 2018-24	
								Number	Percent
GLA 2016-based	199,700	201,800	202,800	204,500	206,200	207,900	209,600	9,900	4.9%
ONS 2016-based	208,200	211,200	213,800	216,000	218,200	220,100	222,000	13,800	6.6%

Sources: GLA 2016-based Projections 'Camden Development, Capped AHS', 2018 (housing constrained); ONS 2016-based Subnational Population Projections, 2018 (unconstrained).

**Figure 2: The GLA's cohort component model (excluding housing capacity link)**



Source: GLA Intelligence (2014) Guide to GLA Population Projection Variants Technical Note (Figure 1).

**Table 3: GLA housing constrained projections: London borough resident population aged 18+**

Borough	2018	2019	2020	2021	2022	2023	2024	Change 2018-24		Rank of % Change
								Number	Percent	
Camden <sup>1</sup>	199,700	201,800	202,800	204,500	206,200	207,900	209,600	9,900	4.9%	25
Barking & Dagenham <sup>2</sup>	148,100	149,400	151,600	153,500	155,200	156,900	159,600	11,500	7.8%	8
Barnet <sup>2</sup>	304,400	308,400	311,900	315,200	318,000	320,500	322,400	18,000	5.9%	15
Bexley <sup>2</sup>	191,700	193,700	194,900	195,900	197,500	199,500	201,300	9,600	5.0%	23
Brent <sup>2</sup>	258,100	261,300	263,500	265,500	267,200	268,900	273,600	15,400	6.0%	13
Bromley <sup>2</sup>	257,400	258,500	260,000	262,500	265,100	267,400	269,600	12,200	4.7%	28
City of London <sup>2</sup>	6,800	7,100	7,200	7,300	7,400	7,500	7,600	800	11.0%	4
Croydon <sup>2</sup>	294,400	297,800	300,100	302,200	304,200	306,600	310,300	15,900	5.4%	17
Ealing <sup>2</sup>	267,700	270,600	277,000	283,700	290,300	296,700	302,700	35,000	13.1%	2
Enfield <sup>2</sup>	252,100	253,300	256,000	258,500	260,900	262,900	264,400	12,300	4.9%	26
Greenwich <sup>2</sup>	217,500	220,100	221,900	223,500	224,900	229,900	235,000	17,500	8.0%	7
Hackney <sup>2</sup>	217,500	221,100	223,400	225,300	226,900	228,200	229,000	11,400	5.3%	19
Hammersmith & Fulham <sup>2</sup>	148,200	150,000	154,200	159,000	163,700	168,300	172,600	24,400	16.5%	1
Haringey <sup>2</sup>	222,100	224,000	226,500	228,700	230,600	232,100	233,100	11,000	5.0%	24
Harrow <sup>2</sup>	195,700	198,200	199,700	201,100	202,400	203,400	204,000	8,300	4.2%	31
Havering <sup>2</sup>	199,300	199,600	202,400	205,900	209,500	213,100	216,600	17,300	8.7%	6
Hillingdon <sup>2</sup>	235,100	236,900	239,200	241,300	243,200	245,000	247,000	11,800	5.0%	22
Hounslow <sup>2</sup>	212,800	215,100	217,200	219,100	220,800	222,400	224,900	12,200	5.7%	16
Islington <sup>2</sup>	196,000	198,700	200,000	201,100	202,000	202,600	202,800	6,800	3.5%	32
Kensington & Chelsea <sup>2</sup>	130,500	131,800	132,300	133,300	134,400	135,400	136,300	5,700	4.4%	30
Kingston upon Thames <sup>2</sup>	140,300	140,900	142,500	143,800	145,100	146,200	147,000	6,700	4.8%	27
Lambeth <sup>2</sup>	270,700	273,600	275,500	277,200	278,400	279,300	279,600	8,900	3.3%	33
Lewisham <sup>2</sup>	239,800	242,600	245,200	247,400	249,400	251,100	252,400	12,600	5.2%	20
Merton <sup>2</sup>	161,200	162,100	163,800	165,700	167,700	169,600	171,200	10,000	6.2%	12
Newham <sup>2</sup>	264,900	269,800	272,800	275,500	277,600	279,500	285,200	20,300	7.7%	9
Redbridge <sup>2</sup>	227,900	228,900	232,100	235,000	237,600	239,700	241,400	13,500	5.9%	14
Richmond upon Thames <sup>2</sup>	153,900	154,900	155,800	157,400	159,000	160,600	162,100	8,200	5.3%	18
Southwark <sup>2</sup>	257,000	261,200	263,600	265,600	267,200	270,800	274,000	17,000	6.6%	11
Sutton <sup>2</sup>	158,800	160,500	161,600	162,900	164,100	165,200	165,900	7,100	4.5%	29
Tower Hamlets <sup>2</sup>	247,000	252,100	255,400	258,300	265,000	271,400	277,500	30,500	12.4%	3
Waltham Forest <sup>2</sup>	214,800	217,400	219,600	221,600	223,400	224,800	225,800	11,000	5.1%	21
Wandsworth <sup>2</sup>	260,300	263,900	267,000	271,500	275,900	280,100	284,100	23,700	9.1%	5
Westminster <sup>2</sup>	209,700	213,700	215,200	217,700	220,200	222,600	224,800	15,100	7.2%	10

Sources:

<sup>1</sup>GLA 2016-based Projections 'Camden Development, Capped AHS', 2018 (housing constrained);

<sup>2</sup>GLA 2016-based Projections 'SHLAA', 2018 (housing constrained).

- 2.4 The housing constrained GLA projections incorporate short-term patterns in migration, while overall migration is determined by the availability of accommodation. Figure 2 shows the methodology for the GLA's cohort component model (though excludes the link to housing capacity via the migration elements).
- 2.5 The GLA projections suggest that the adult population in Camden has grown at an average 1.4% a year since 2011, but the forecast from 2018 to 2024 shows a slightly lower trajectory, which averages at 0.8% a year. Overall growth in the 18+ population over the period is 4.9% in Camden, which ranks 25<sup>th</sup> highest out of the 33 London boroughs.

### 3. Ward level forecasts

- 3.1 The GLA have produced ward-based resident population projections for London over a number of years. The approach used is to allocate the population at borough level to

each individual ward using 2011 Census migration data and housing development data. The latter is based on constrained housing capacity, produced by applying the probability of a housing site being developed to the housing capacity identified by the Planning Strategy & Implementation team in the Local Plan. This takes into account net development on identified large and small sites, and from making a geographically nuanced probability of unidentified 'windfall' development sites. The ward projections are fully consistent with and sum to the results from the housing constrained borough projection.

- 3.2 The forecast of the electorate for wards in Camden uses the same approach that has been taken for the local authority forecast. The current ratio of electors to adult population has been calculated and applied to the projected population for 2024 to estimate the future number of electors.
- 3.3 The ratio of electors to adult population will be impacted not only by lower registration rates in certain areas but also by the proportion of the adult population who are eligible to register to vote. For example, the following wards in Camden had the highest proportion of adults with non-EU passports<sup>2</sup> in 2011: Swiss Cottage, Bloomsbury, Kings Cross, Frognal and Fitzjohns and Belsize - indicating foreign nationals who are ineligible to vote.

#### 4. Polling district forecasts

- 4.1 Polling district forecasts are affected by the introduction of individual electoral registration. In the absence of a reliable time-series a conversion factor has been applied to calculate the future electorate for each polling district, in line with the LGBCE guidance.
- 4.2 The first stage involved identifying the potential number of new electors in each polling district due to new housing development. For Camden, this has been split between the self-contained element of residential development and the non-self-contained element, as they have different occupancy rates. The non-self-contained element is typically composed of student accommodation rooms and therefore typically have an occupancy rate of 1 per unit, while the self-contained averages are just over 2 per unit.
- 4.3 The following residential developments are included in the forecasts:
  - Development currently under construction
  - Development with a current planning permission
  - Development sites identified through the Local Plan with a high level of confidence they will be delivered by 2024, i.e. sites pending approval or to be developed through CIP (Camden's Community Investment Programme).
- 4.4 Over a number of years the Council's Strategic Planning and Implementation teams has developed a robust mechanism for assessing the likelihood of planning applications and planning permissions to come to fruition, and to predict the likelihood of unidentified developments, 'windfall', to take place in different localities within the borough. Year on year the process is revisited to take account of the latest data on completions and to refine the future forecast of net overall self-contained and non-self-contained development in the borough and by ward. Individual sites are identified which allow the data to be aggregated within polling districts.
- 4.5 Overall average household size for Camden was 2.18 in 2011 (2011 Census), with similarly calculated rates for each ward. The ward rates are applied to the self-contained element of the development forecast 2018-2023, by polling district, to provide an estimate of occupancy. The non-self-contained development is mostly student accommodation flats/rooms and, therefore, an occupancy rate of 1 is applied

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<sup>2</sup> 2011 Census table DC2108EW - Passports held by sex by age

to these, as they are usually provided on an individual basis. Taken together, they provide a person yield related to the net change in housing.

- 4.6 Individual ward ratios of electors are applied to the person yield, which were then added to the 2018 electorate, to give an initial forecast of the electorate to 2024. To ensure consistency with the borough and ward forecasts, the polling district forecasts in 2024 are constrained to the previously determined ward and borough totals.

## 5. Other considerations

- 5.1 The number of young attainments is also low in Camden. As the majority of elections take place mid-year and the population projections provide figures for mid-year it is likely that the population actually eligible to vote at a time of election will not significantly differ from the number of registered voters aged 18+. Therefore, the resident population aged 18+ has been used as the basis of the projections.
- 5.2 Camden has a significant student population. Camden is home to the highest number of students of any London borough, 26,535 in 2016-17<sup>3</sup>. International students comprise 54% of the total.
- 5.3 Geographically, there is a concentration of students in the three wards south of Euston Road: Bloomsbury; Holborn and Covent Garden; and King's Cross, which collectively account for 39% of the students in Camden. These three wards are also the top wards ranked by the proportion of international students - see Table 4 below, which shows the number and proportion of students by ward and the proportion of international students by ward.

**Table 4: Higher education students by ward and UK/non-UK domicile, 2016-17**

Electoral ward of Term time postcode	Total	% by ward	UK	Non-UK	% Non-UK
Belsize	445	1.7%	260	185	41.6%
Bloomsbury	3,915	14.8%	1,295	2,620	66.9%
Camden Town with Primrose Hill	980	3.7%	645	335	34.2%
Cantelowes	1,775	6.7%	1,040	735	41.4%
Fortune Green	540	2.0%	415	125	23.1%
Frognal and Fitzjohns	460	1.7%	255	205	44.6%
Gospel Oak	485	1.8%	375	110	22.7%
Hampstead Town	370	1.4%	265	105	28.4%
Haverstock	1,095	4.1%	560	535	48.9%
Highgate	395	1.5%	330	70	17.7%
Holborn and Covent Garden	2,070	7.8%	645	1,425	68.8%
Kentish Town	1,000	3.8%	725	275	27.5%
Kilburn	585	2.2%	400	185	31.6%
King's Cross	4,460	16.8%	1,390	3,065	68.7%
Regent's Park	2,675	10.1%	1,245	1,430	53.5%
St Pancras and Somers Town	3,755	14.2%	1,515	2,240	59.7%
Swiss Cottage	730	2.8%	420	310	42.5%
West Hampstead	800	3.0%	440	360	45.0%
<b>LB Camden</b>	<b>26,535</b>	<b>100.0%</b>	<b>12,225</b>	<b>14,310</b>	<b>53.9%</b>

Sources: Higher Education Statistics Agency

<sup>3</sup> Higher Education Statistics Agency (HE students by residence)

**APPENDIX 3: Electoral arrangements in London (taken from LGBCE website)**

<b>Financial Year Ending</b>	<b>Authority Name</b>	<b>Council Size</b>	<b>Electors per Councillor</b>	<b>Date of last review</b>
2019	Tower Hamlets	45	4,195	25/03/2013
2019	Barnet	63	4,092	22/06/1999
2019	Bromley	60	4,010	30/11/1999
2019	Wandsworth	60	3,842	27/07/1999
2019	Croydon	70	3,819	13/09/2017
2019	Lewisham	54	3,663	07/09/1999
2019	Greenwich	51	3,598	05/01/2000
2019	Brent	63	3,558	05/01/2000
2019	Lambeth	63	3,558	22/06/1999
2019	Havering	54	3,557	27/07/1999
2019	Newham	60	3,413	30/11/1999
2019	Ealing	69	3,410	22/06/1999
2019	Enfield	63	3,409	05/01/2000
2019	Southwark	63	3,389	19/07/2016
2019	Redbridge	63	3,371	28/04/2017
2019	Hounslow	60	3,166	22/06/1999
2019	Islington	48	3,159	07/09/1999
2019	Hillingdon	65	3,118	30/11/1999
2019	Hackney	57	3,059	16/04/2013
2019	Waltham Forest	60	3,055	22/06/1999
2019	Haringey	57	3,041	07/09/1999
2019	Harrow	63	2,939	22/06/1999
<b>2019</b>	<b>Camden</b>	<b>54</b>	<b>2,893</b>	<b>30/11/1999</b>
2019	Sutton	54	2,790	05/01/2000
2019	Hammersmith and Fulham	46	2,785	05/01/2000
2019	Bexley	63	2,784	30/03/2017
2019	Richmond Upon Thames	54	2,619	27/07/1999
2019	Barking and Dagenham	51	2,599	07/09/1999
2019	Merton	60	2,515	22/06/1999
2019	Kingston Upon Thames	48	2,437	30/11/1999
2019	Westminster	60	2,310	07/09/1999
2019	Kensington and Chelsea	50	1,984	24/09/2013

## **APPENDIX 4: Composition of Meetings and Committees**

<b>Committee</b>	<b>Majority seats</b>	<b>Minority seats</b>	<b>Total seats</b>	<b>Reserves</b>	<b>Meetings 1 July 2017 to 30 June 2018</b>
Admission Forum	2	-	2	2	1
Agreed Syllabus Conference	4	1	5	-	4
Air Quality Scrutiny Panel	3	1	4	-	1
Audit and Corporate Governance (Accessible Transport Appeals) Panel A	2	1	3	3	1
Audit and Corporate Governance (Accessible Transport Appeals) Panel B	2	1	3	3	2
Audit and Corporate Governance (Appointment Panel) Sub-Committee	33	6	39	-	6
Audit and Corporate Governance (Executive Directors' Appeal) Sub-Committee	5	1	6	6	-
Audit and Corporate Governance (Performance Review) Sub-Committee	5	1	6	6	1
Audit and Corporate Governance (Staff Appeals) Sub-Committee (Panel A)	2	1	3	9	1
Audit and Corporate Governance (Staff Appeals) Sub-Committee (Panel B)	2	1	3	9	-
Audit and Corporate Governance (Staff Appeals) Sub-Committee (Panel C)	2	1	3	9	-
Audit and Corporate Governance (Staff Appeals) Sub-Committee (Panel D)	2	1	3	9	1
Audit and Corporate Governance (Statutory Officers' Appeal) Sub-Committee	5	1	6	6	-
Audit and Corporate Governance Committee	8	2	10	10	5
Brexit Working Group	5	3	8	-	6
Cabinet	10	-	10	-	7
Camden Town District Management Committee	5	1	6	5	4
Children, Schools and Families Scrutiny Committee	7	1	8	8	6
Corporate Parenting Board	3	1	4	-	4
Council	43	11	54	-	8
Culture and Environment Scrutiny Committee	6	2	8	8	6
Democratic Review Group	5	3	8	-	5
Disability Oversight Panel	8	-	8	-	4
Fire Safety Advisory Panel	3	1	4	-	2
Gospel Oak District Management Committee	5	2	7	6	6
Hampstead District Management Committee	5	2	7	7	4
Health and Adult Social Care Scrutiny Committee	6	2	8	6	9
Health and Wellbeing Board	3	-	3	-	3
Holborn District Management Committee	5	1	6	6	4
Housing Scrutiny Committee	7	1	8	7	6
Improving Health and Wellbeing – Reducing Social Isolation Scrutiny Panel	5	2	7	0	4
Joint Chairs of Scrutiny Committee	4	1	5	-	2
Kentish Town District Management Committee	4	1	5	5	5

Licensing (Sexual Entertainment Venues) Sub-Committee	4	1	5	-	4
Licensing Committee	12	3	15	-	2
Licensing Panel A	2	1	3	12	9
Licensing Panel B	3	-	3	12	5
Licensing Panel C	2	1	3	12	6
Licensing Panel D	3	-	3	12	6
Licensing Panel E	2	1	3	12	7
North Central London Joint Health Overview and Scrutiny Committee	2	-	2	2	5
North London Waste Authority	2	-	2	-	4
Pension Board	1	-	1	-	2
Pension Committee	7	1	8	8	4
Planning Committee	13	3	16	-	14
Resources and Corporate Performance Scrutiny Committee	6	2	8	8	6
Shared Digital Joint Committee	2	-	2	-	2
Standards Committee	4	5	9	7	4
Standing Advisory Council on Religious Education (SACRE)	6	1	7	-	3
Town Hall Refurbishment – Member Steering Group	7	3	10	-	3
<b>Totals</b>	<b>294</b>	<b>76</b>	<b>370</b>	<b>215</b>	<b>204</b>

## **APPENDIX 5: Cabinet Appointments 2018/19 with summary of responsibilities**

### **Members**

Leader – Councillor Georgia Gould

Deputy Leader and Cabinet member for Tackling Health Inequality and Promoting Independence – Councillor Patricia Callaghan

Cabinet member for Better Homes – Councillor Meric Apak

Cabinet member for Finance and Transformation – Councillor Richard Olszewski

Cabinet member for Safer Communities – Councillor Nadia Shah

Cabinet member for Best Start in Life – Councillor Angela Mason

Cabinet member for Young People and Cohesion – Councillor Abdul Hai

Cabinet member for Investing in Communities – Councillor Danny Beales

Cabinet member for Promoting Culture and Communities – Councillor Jonathan Simpson

Cabinet member for Improving Camden's Environment – Councillor Adam Harrison

### **Portfolios**

- 1. Leader – Councillor Georgia Gould**  
Leading on overall strategy, citizen participation and innovation. Given their long term significance to retain oversight of HS2, equalities and resident safety.
- 2. Investing in Communities – Councillor Danny Beales**  
Leading on job creation, protecting mixed communities and sharing our common wealth including investment in new homes, schools, green space and community facilities (including planning, Community Investment Programme, regeneration, place-making, economic growth and jobs and acting as the Cabinet strategic lead on HS2).
- 3. Better Homes – Councillor Meric Apak**  
Leading on improving council homes & estates, tenant & leaseholder participation and promoting quality private rented accommodation (including council stock; housing management and housing strategies).
- 4. Tackling Health Inequality and Promoting Independence (Deputy Leader) – Councillor Patricia Callaghan**  
Leading on healthy living and ageing well in Camden, supporting good mental health, reducing health inequalities and supporting independence for residents with disabilities or health conditions (including health inequalities, adult social care and adult safeguarding).
- 5. Finance and Transformation – Councillor Richard Olszewski**  
Leading on making best use of limited funds to meet our objectives, transformation including promoting digital, making sure the council is responsive to citizens & other stakeholders, financial inclusion (finance, property, HR, citizens & customer services, regulatory services, transformation including digital lead).

- 6. Improving Camden's Environment – Councillor Adam Harrison**  
Leading on cleaner air, greener streets, promoting sustainability, increasing recycling and making our communities accessible for all (including parks, recycling, waste services, transport, sustainability esp. air pollution, cycling & walking).
- 7. Best Start in Life – Councillor Angela Mason**  
Leading on keeping children safe, reducing child poverty, supporting families, excellence in education for all and reducing domestic violence (including early intervention early years, schools, keeping children safe, domestic violence).
- 8. Safer Communities – Councillor Nadia Shah**  
Leading on reducing hate crime, drug activity, preventing anti-social behaviour and crime, reducing rough sleeping, increasing trust and special responsibility for creating vibrant markets (community safety, anti-social behaviour, no place for hate, markets).
- 9. Promoting Culture and Communities – Councillor Jonathan Simpson**  
Leading on protecting and enhancing Camden's culture & creativity, volunteering and neighbourhood empowerment; promoting health & wellbeing through sport & culture; special responsibility for Camden and the impact of Brexit (including culture, arts, libraries, leisure and sport; harnessing cultural assets, VCS, outcomes-led community work & Brexit).
- 10. Young People and Cohesion – Councillor Abdul Hai**  
Leading on creating opportunities for young people, reducing youth offending and promoting community cohesion (including youth participation; ensuring successful launch into work; early intervention for adolescence; youth services, youth justice, and special responsibility for youth violence). Promoting cohesion and leading on equalities.

## **APPENDIX 6: LIST OF APPOINTMENTS**

### Appointments to the **Health and Wellbeing Board**:

- The Leader of the Council
- Cabinet member for Tackling Health Inequality and Promoting Independence
- Cabinet member for Best Start in Life

### Appointments to the **Authorised Contractual Operator and overseeing Pension Collective Investment Vehicle Joint Committee**.

- Chair of Pension Committee
- Cabinet member for Finance and Transformation (deputy)

### Appointments to the **Shared Digital Joint Committee**

- Cabinet member for Finance and Transformation
- Cabinet member for Investing in Communities
- Substitute: Cabinet member for Improving Camden's Environment

### **Champions:**

1. Community Engagement Champion – Councillor Nasim Ali
2. Living Wage Champion - Councillor Ranjit Singh
3. Armed Forces Champion - Councillor Heather Johnson
4. Cycling Champion - Councillor Julian Fulbrook
5. Children's Champion - Councillor Nazma Rahman
6. Heritage Champion – (co-opted) Roger Freeman
7. Older people's Champion - Councillor Alison Kelly
8. Gender Equality Champion - (co-opted) Helene Reardon Bond
9. EU Citizens Champion - (co-opted) Sorin Floti
10. Homeless People Champion - Councillor Richard Cotton

### **Champions who will also be members of the Disability Oversight Panel**

11. Disability Champion (Chair) – Councillor Roger Robinson
12. Carers Champion -& Learning Disability Champion (Vice-Chair) - Councillor Lorraine Revah
13. Mental Health Champion – Councillor Nazma Rahman
14. Deaf and hard of hearing Champion – Councillor Simon Pearson
15. Visually Impaired Champion - Councillor Maryam Eslamdoust
16. Equalities Champion - Councillor Samata Khatoon

### Appointments to the **North London Waste Authority**:

- Cabinet member for Finance and Transformation
- Cabinet member for Improving Camden's Environment

### Appointments to the following **London Councils joint committees**:

- Leader's Committee – Councillor Georgia Gould
- Transport and Environment Committee – Councillor Adam Harrison, Cabinet member for Improving Camden's Environment. Deputies - Councillors Danny Beales, Meric Apak and Richard Olszewski
- Grants Committee – Councillor Jonathan Simpson, Cabinet member for Promoting Culture and Communities. Deputies – Councillors Angela Mason, Richard Olszewski, Abdul Hai and Nadia Shah

- Greater London Employment Forum – Councillor Richard Olszewski, Councillor Alison Kelly

**Delegation of authority** given to the Executive Director Corporate Services concerning the accommodation strategy (inter alia given by Cabinet in September and December 2016) transferred to the Executive Director Special Projects.

**Authority delegated to the Borough Solicitor**, in consultation with the Leader, to make all necessary amendments to the Constitution, including amending the delegations to Cabinet members to reflect the above decisions.

## **APPENDIX 7: Camden Council**

### **1.1. The Constitution**

The Council's Constitution governs all the business of the Council, setting out not only rules of procedure but the powers and responsibilities at each level of decision making in the Council, from the Full Council itself, through to the Leader of the Council, the Cabinet and its members, scrutiny committees, the Audit and Corporate Governance Committee and its sub-committees, the Planning Committee, the Pension Committee, the Licensing Committee and its panels/sub-committees, the Standards Committee, and officer decision making.

### **1.2. Style of governance**

The decision-making systems which the Council can adopt are set out in the Local Government Act 2000. Camden adopted the Leader/Cabinet model which came into operation on 1 September 2001. Following this the Local Government and Public Involvement in Health Act 2007 introduced the strong indirectly elected leader model which Camden adopted in November 2009 and which came into force in May 2010.

### **1.3. Full Council**

Full Council takes place when all 54 members of the Council meet together. Council meetings are chaired by the Mayor and currently take place about seven times a year. Full Council is the body which agrees the policy and budget framework for the authority.

There is a list of plans that the Full Council has to agree and these are set out in the Constitution. These plans form the policy framework of the Council. The budget framework includes agreeing Council tax levels and the Council's budget. The Cabinet recommends policies and the budget to the Full Council and is responsible for the ways in which those policies are delivered.

The Full Council elects a Mayor for the coming year at its annual statutory meeting usually held in May. The Mayor's role is to preside over the meetings of the Full Council and undertake civic and ceremonial engagements over the course of the year. The Mayor appoints a deputy Mayor.

### **1.4. Executive decision making**

#### **1.4.1. Leadership**

The Leader of the Council is elected by Full Council for a four year period of office at the first statutory Council meeting following the local elections. The Leader of the Council will appoint members to the Cabinet (including a deputy leader) and will determine the schemes of delegation for all matters which fall within the remit of the Cabinet, Cabinet members and chief officers (called executive functions).

#### **1.4.2. Cabinet**

The Cabinet is one of the main decision making bodies of the Council. It can have up to ten members, including the Leader, and can be single party or can be made up from the members of more than one party or group.

The Leader appoints the Cabinet and chairs its meetings. Each member of the Cabinet will have a portfolio which may relate to a Council department or a cross-cutting issue. The Leader decides on the scale of the portfolios for the Cabinet, which decisions Cabinet members can make individually and

which must be taken by the Cabinet sitting together. The functions which the Cabinet can carry out are legally defined.

#### **1.4.3. Delegation of executive functions**

The scheme of delegation for executive functions is decided by the Leader and is recorded in the Constitution. The functions can be carried out either by the Leader, the Cabinet meeting collectively, by sub-groups of the Cabinet, by single members of the Cabinet or by officers. The Leader decides the exact details of the level at which decisions will be taken.

### **1.5. Scrutiny arrangements**

The role of the Council's scrutiny committees is to contribute to policy development and review and deliver the Council's overview and scrutiny functions.

The Constitution sets this role out as follows:

- to approve an annual scrutiny work plan focussed on a strategic programme of policy development, performance review and pre- decision scrutiny;
- to review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions; to make reports and/or scrutinise decisions made or actions taken in connection with the discharge of any functions; to consider any matter affecting the area or its inhabitants; and
- to hear, for reconsideration, the call-in of decisions made, but not yet implemented by the Cabinet, its sub-groups and officer key decisions.

The Council's scrutiny committees support the work of the Cabinet and the Council as a whole. They are all-party bodies, subject to political proportionality. Members of the Cabinet cannot also be members of a scrutiny committee. Scrutiny committees may be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy.

### **1.6. Committees**

Not all decisions are made by the Cabinet. There are a range of issues – mostly, but not entirely, regulatory (such as planning and licensing) - which the law says cannot be made by the Cabinet and which are known as “non-executive”.

#### **1.6.1. Audit and Corporate Governance**

The Audit and Corporate Governance Committee is responsible for monitoring the performance of the Council's internal and external audit arrangements along with the consideration of the statement of the Council's annual accounts. It is scheduled to meet five times a year but will meet as and when required.

#### **1.6.2. Licensing**

This Committee, the five Licensing Panels and the Licensing (Sexual Entertainment Venues) Sub-Committee are responsible for carrying out the Council's licensing functions, including those specified under the Licensing Act 2003, such as the determination of some applications for new premises licences and variations of premises licences. The Council has in the past unanimously determined that the membership of Licensing Panels does not have to be politically balanced.

#### **1.6.3. Planning**

The Planning Committee makes decisions on planning applications, conservation areas and advertisements consents, as well as enforcement matters. Its membership is politically proportionate and it meets every four weeks. The Planning Committee meets in public and it is very unusual for there to be confidential information considered at its meetings.

**1.6.4. Pensions**

The Pension Committee has responsibility for overseeing the Council's Pension Fund, particularly with respect to direction of investments and monitoring of liabilities. The Committee meets in public, although it may pass a resolution to consider some information in private.

**1.6.5. Standards**

The Council has a Standards Committee comprised of nine Councillors and two statutory independent persons acting as observers. The chair of the committee must be a Councillor.

## APPENDIX 8: Appointments to Outside Bodies

<b>Outside Body</b>	<b>Current Membership</b>
1 Accessible Transport & Mobility Advisory Group	Councillor Richard Cotton Councillor Flick Rea Councillor Roger Robinson Councillor Alison Kelly Councillor Stephen Stark Councillor Lorraine Revah
2 Adoption and Fostering Panel	Councillor Thomas Gardiner
3 Bromfield Educational Foundation	Vacancy
4 Burgh House CIO	Councillor Oliver Cooper
5 Burgh House Management Committee	Councillor Stephen Stark
6 Camden & Islington NHS Foundation Trust Governors	Councillor Nasim Ali
7 Camden Arts Centre	Councillor Heather Johnson
8 Camden Citizens Advice Bureau	Councillor Nasim Ali
9 Camden Community Law Centre	Councillor Angela Mason
10 Camden Safer Neighbourhoods Board	Councillor Nadia Shah Councillor Sabrina Francis Councillor Lorraine Revah Councillor Peter Taheri Councillor Roger Robinson Councillor Marcus Boyland
11 Camden Sports Council	Jill Fraser Councillor Douglas Beattie Leila Roy John Holmes
12 Camden Town Unlimited	Councillor Lazzaro Pietragnoli Councillor Danny Beales
13 Central and North West London NHS Foundation Trust Council of Governors	Vacancy
14 Central London Forward	Councillor Georgia Gould
15 Commonwealth Local Government Forum	Councillor Richard Cotton Councillor Roger Robinson
16 Covent Garden Area Trust	Councillor Sue Vincent
17 Edward Harvist Trust	Councillor Heather Johnson
18 Estate Charity of Eleanor Palmer	Sally Gimson Katy Thorne Eleanor Sturdy
19 Euston Town	Councillor Georgia Gould Councillor Nadia Shah
20 Fitzrovia Trust	Vacancy Vacancy
21 Fitzrovia Partnership Board	Cllr Adam Harrison Genny Fernandes
22 Great Ormond Street Hospital Council of Governors	Councillor Lazzaro Pietragnoli
23 Groundwork London Local Authority Strategic Input Board	Vacancy
24 Hampstead Heath, Highgate Wood and Queen's Park Committee	Councillor Thomas Gardiner
25 Hampstead Village BID	Genny Fernandes
26 Hatton Garden Partnership	Genny Fernandes
27 Holborn Voice	Councillor Awale Olad
28 Knowledge Quarter Board	Councillor Danny Beales

29	Lee Valley Regional Park Authority	Councillor Heather Johnson
30	LGA General Assembly	Councillor Thomas Gardiner Councillor Rishi Madlani Councillor Jenny Mulholland Councillor Roger Robinson
31	Local Government Information Unit Members' Assembly	Councillor Alison Kelly
32	London Irish Councillors' Network	Councillor Pat Callaghan Councillor Thomas Gardiner
33	London Road Safety Council	Councillor Maryam Eslamdoust Councillor Awale Olad
34	London Transport Liaison Committee	Councillor Adam Harrison
35	North London Waste Authority	Councillor Adam Harrison Councillor Richard Olszewski
36	North London Waste Plan Members Group	Councillor Danny Beales Councillor Heather Johnson
37	Philological Foundation	Clio Whittaker
38	Reserve Forces and Cadets Association for Greater London	Councillor Lorraine Revah
39	Richard Reeve's Foundation	Councillor Lorna Russell
40	Royal Free London NHS Foundation Trust Council of Governors	Councillor Abi Wood
41	Seven Dials Housing Cooperative Ltd	Councillor Sue Vincent
42	St Andrew Holborn and Stafford Charity	Councillor Nasim Ali
43	St Pancras Welfare Trust	Councillor Jenny Headlam-Wells Councillor Richard Cotton
44	Tavistock and Portman Foundation NHS Trust Council of Governors	James Calmus
45	The Camden Society	Councillor Lorraine Revah
46	University College London Hospital Council of Governors	Councillor Rishi Madlani
47	University College School Hampstead	Councillor Gio Spinella
48	Voluntary Action Camden	Councillor Richard Cotton Councillor Nasim Ali
49	Wac Arts	Councillor Jonathan Simpson
50	West Euston Partnership	Councillor Nadia Shah Councillor Nasim Ali Councillor Heather Johnson
51	Working Men's College	Councillor Samata Khatoon

## APPENDIX 9:

### London Councils Committee

<b>Committees</b>	<b>Current Members</b>
1 Grants Committee	Councillor Jonathan Simpson Councillor Angela Mason Councillor Richard Olszewski Councillor Abdul Hai Councillor Nadia Shah
2 Greater London Employment Forum	Councillor Richard Olszewski Councillor Alison Kelly
3 Leaders' Committee	Councillor Georgia Gould
4 Pensions Collective Investment Vehicle (CIV) Joint Committee	Now dissolved
5 Transport and Environment Committee	Councillor Adam Harrison Councillor Meric Apak Councillor Danny Beales Councillor Richard Olszewski

The Leader of Council also holds the role of:

- London Councils Exec member for Employment and Skills
- Chair of the London Councils Young People: Educations and Skills Board

### Regional groups

Central London Forward – sub-regional partnership support the collective interests of central London authorities. The Leader of Council holds the role of:

- Chair of the CLF Employment and Skills Board
- Member, CLF Board

### The Local Enterprise Partnership for London (LEAP)

The Leader of the Council is a member of the LEAP board.

## APPENDIX 10: District Management Committees

District management committees (DMCs) are made up of representatives from recognised tenants' groups such as TRAs, councillors, and the heads of housing services. They meet four times a year to discuss local issues and housing committee reports. Once a year there is a joint meeting of all DMCs to discuss setting new rents. They also have funds available for residents' groups to apply for.

There are five DMCs:

- Camden Town
- Gospel Oak
- Hampstead
- Holborn
- Kentish Town

<b>District Management Committees</b>	<b>Current Members</b>
1 Camden Town	Cllr Roger Robinson Cllr Heather Johnson Cllr Samata Khatoon Cllr Nasim Ali Cllr Paul Tomlinson Cllr Andrew Parkinson Cllr Douglas Beattie Cllr Nadia Shah Cllr Meric Apak Cllr Lazzaro Pietragnoli Cllr Steve Adams
2 Gospel Oak	Cllr Patricia Callaghan Cllr Oliver Cooper Cllr Alison Kelly Cllr Marcus Boyland Cllr Abdul Quadir Cllr Lorraine Revah Cllr Steve Adams Cllr Jenny Mulholland Cllr Richard Cotton Cllr Lazzaro Pietragnoli Cllr Abi Wood Cllr Douglas Beattie Cllr Maria Higson
3 Hampstead	Cllr Douglas Beattie Cllr Maryam Eslamdoust Cllr Thomas Gardiner Cllr Lorna Russell Cllr Leo Cassarani Cllr Steve Adams Cllr Tom Simon Cllr Richard Olszewski Cllr Peter Taheri Cllr Nazma Rahma Cllr Shiva Tiwari Cllr Nayra Bello Cllr Gio Spinella Cllr Louisa Porritt

<b>District Management Committees</b>	<b>Current Members</b>
4. Holborn	Cllr Sabrina Francis Cllr Julian Fulbrook Cllr Rishi Madlani Cllr Awale Olad Cllr Sue Vincent Cllr Gio Spinella Cllr Abdul Hai Cllr Georgie Robertson Cllr Adam Harrison Cllr Jonathan Simpson Cllr Douglas Beattie Cllr Oliver Cooper
5. Kentish Town	Cllr Meric Apak Cllr Danny Beales Cllr Oliver Lewis Cllr Ranjit Singh Cllr Maria Higson Cllr Georgia Gould Cllr Angela Mason Cllr Anna Wright Cllr Lazzaro Pietragnoli Cllr Andrew Parkinson

## **Appendix 11: TERMS OF REFERENCE FOR PLANNING COMMITTEE AND MATTERS RESERVED TO IT**

### **Matters delegated and reserved to the Planning Committee**

1. Authorisation of service of any notice relating to planning, listed building, conservation area and advertisement control which in the view of the Director of Regeneration and Planning should be considered by the Committee.
2. Authorisation of any legal or other action or proceedings relating to planning, listed building conservation area and advertisement control which in the view of the Director of Regeneration and Planning should be considered by the Committee.
3. Consideration of the following categories of application recommended for approval:
  - I. major development where this involves the construction, extension or conversion of floorspace for 10 or more new dwellings or more than 1000 sq. mtrs of non-residential floorspace;
  - II. minor development where this involves the construction of either 5 or more single dwelling houses or upwards of 500 sq. mtrs of non-residential floorspace.
  - III. involving any demolition (other than minor demolition) of any listed building (including locally listed buildings) and buildings considered to make a positive contribution to a conservation area.;
  - IV. which involve the making of an obligation or agreement under Section 106 of the Town and Country Planning Act 1990 or other legislation (“the obligation”) that secures more than £50,000 of financial contributions or other public benefits of estimated equivalent capital value unless:
    - The terms of the obligation are not materially different from any previous obligation approved by the committee in relation to the same site;
    - The obligation is required in connection with the presentation of the Council’s case in a planning appeal;
  - V. involving a significant departure from policy;
  - VI. submitted by or on behalf of a member of the Council (or their spouse or partner) or any Council employee (or their spouse or partner);

- VII. where the Director of Regeneration and Planning has referred the application for consideration after briefing members; and
  - VIII. applications submitted by or on behalf of a Council department for Council's Own Development save for applications for minor development.
4. Consideration of any other application which, in the view of the Director of Regeneration and Planning, should be considered by the Committee.
  5. Decisions on any matter relating to the functions of this Committee referred by the Director of Regeneration and Planning.
  6. Responses to consultation by adjoining authorities on applications with significant cross borough impacts.
  7. Consideration and the submission of recommendations to the Cabinet on the Council's Development Plan review of planning policies, draft Supplementary Guidance, and on proposed responses to consultation on proposed changes to Government Planning Policy affecting development control.
  8. To receive performance monitoring information on matters within the remit of the Committee.

## APPENDIX 12: Scrutiny Work Programme August 2017 – July 2018

There are five Scrutiny Committees which support the work of the Cabinet and the Council as a whole. They undertake policy development and review, and they also examine decisions that the Cabinet is due to take and may make recommendations to the Cabinet and the Council on its policies, budget and service delivery. The Scrutiny Committees can also monitor the decisions of the Cabinet taken individually or collectively. Any four members of the Council can 'call in' a decision that has been made by the Cabinet but not yet implemented, for consideration by the relevant Scrutiny Committee. This enables the relevant Committee to examine whether the decision is appropriate and it may recommend the Cabinet or individual Cabinet member to reconsider the decision. The Scrutiny Committees may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy.

	5 Sep 2017 <ul style="list-style-type: none"> <li>Exam Results</li> <li>School Places</li> <li>Preventing Youth Crime</li> <li>Performance Report</li> </ul>	16 Oct 2017 <ul style="list-style-type: none"> <li>MH Provision for Young People</li> <li>Funding update</li> <li>Fire safety</li> </ul>	29 Nov 2017 <ul style="list-style-type: none"> <li>Inspectors Report</li> <li>OFSTED inspection</li> <li>Parenting report</li> </ul>	15 Feb 2018 <ul style="list-style-type: none"> <li>Camden Learning</li> <li>Vocational Qualifications</li> <li>Revenue Report</li> </ul>	20 Mar 2018 <ul style="list-style-type: none"> <li>Youth Safety</li> <li>Capital Funding</li> <li>Adoption</li> </ul>	19 Jul 2018 <ul style="list-style-type: none"> <li>Child Safeguarding</li> <li>Performance report</li> <li>Financial Strategy</li> </ul>		
<a href="#">Culture and Environment Scrutiny Committee</a>	4 Sep 2017 <ul style="list-style-type: none"> <li>Update from Cabinet member</li> <li>Air Quality Panel</li> <li>Work Programme</li> </ul>	17 Oct 2017 <ul style="list-style-type: none"> <li>Tackling Rough Sleeping</li> <li>Environmental Services contract</li> </ul>	4 Dec 2017 <ul style="list-style-type: none"> <li>Parking Improvements</li> <li>West End Project</li> <li>Licensing Policy</li> </ul>	20 Feb 2018 <ul style="list-style-type: none"> <li>Updates from members – Finance; Culture and Communities</li> <li>Noise Review</li> </ul>	15 Mar 2018 <ul style="list-style-type: none"> <li>Community safety</li> <li>Fire Prevention</li> <li>Cultural framework</li> </ul>	23 Jul 2018 <ul style="list-style-type: none"> <li>Report from member for Improving Environment</li> <li>Street lighting</li> <li>VCS funding</li> </ul>		
<a href="#">Health and Adult Social Care Scrutiny Committee</a>	7 Sep 2017 <ul style="list-style-type: none"> <li>Public Health report</li> <li>Improving outcomes for Bengali residents</li> <li>St Pancras &amp; Somers Town Living Centre</li> </ul>	9 Oct 2017 <ul style="list-style-type: none"> <li>Royal Free update</li> <li>Sexual health services</li> <li>Substance misuse treatment</li> </ul>	28 Nov 2017 <ul style="list-style-type: none"> <li>MH links with Police</li> <li>Clinical Commissioning Group (CCG)</li> <li>Adult Safeguarding</li> </ul>	4 Dec 2017 <ul style="list-style-type: none"> <li>Strengths-based approach</li> <li>Transfer of services to CCG</li> </ul>	18 Jan 2018 <ul style="list-style-type: none"> <li>Workplace health</li> <li>North Central London sustainability/transformation plan</li> </ul>	6 Feb 2018 <ul style="list-style-type: none"> <li>Local Care strategy</li> <li>Reducing social isolation</li> <li>Work programme</li> </ul>	19 Mar 2018 <ul style="list-style-type: none"> <li>Working with VCS to deliver strategic plan</li> <li>Commissioning home care</li> </ul>	17 Jul 2018 <ul style="list-style-type: none"> <li>CQC inspection outcome</li> <li>GP update</li> <li>Sexual health services</li> </ul>
<a href="#">Housing Scrutiny Committee</a>	4 Sep 2017 <ul style="list-style-type: none"> <li>Review of Planning Guidance</li> <li>Community Investment Programme</li> <li>Housing strategy</li> </ul>	16 Oct 2017 <ul style="list-style-type: none"> <li>Evidence on housing and adult social care integration</li> <li>Healthy homes, healthy residents</li> </ul>	27 Nov 2017 <ul style="list-style-type: none"> <li>Community Investment Programme</li> <li>Housing Revenue Account</li> <li>Responses to recent consultations</li> </ul>	23 Jan 2018 <ul style="list-style-type: none"> <li>Budget and rent review</li> <li>Fire safety</li> <li>Replacing cladding at Chalcots Estate</li> </ul>	19 Mar 2018 <ul style="list-style-type: none"> <li>Review of services for homeless people</li> <li>Security patrol update</li> <li>Replacement of wall system at Chalcots</li> </ul>	23 Jul 2018 <ul style="list-style-type: none"> <li>Independent review of evacuation of Chalcots Estate</li> <li>Fire safety</li> <li>Improving services</li> </ul>		
<a href="#">Resources and Corporate Performance Scrutiny Committee</a>	5 Sep 2017 <ul style="list-style-type: none"> <li>Treasury Management Annual Report</li> <li>Community Investment Programme</li> </ul>	17 Oct 2017 <ul style="list-style-type: none"> <li>Camden Commission final report</li> <li>Corporate buildings and lighting</li> <li>Apprenticeships</li> </ul>	5 Dec 2017 <ul style="list-style-type: none"> <li>Financial strategy</li> <li>Council tax reduction scheme</li> <li>Energy efficiency</li> <li>ICT update</li> </ul>	20 Feb 2018 <ul style="list-style-type: none"> <li>Revenue estimates and council tax</li> <li>Treasury management</li> <li>Shared Digital governance</li> </ul>	20 Mar 2018 <ul style="list-style-type: none"> <li>Income generation</li> <li>Q3 performance report</li> <li>Legal services update</li> <li>Work programme</li> </ul>	24 July <ul style="list-style-type: none"> <li>Financial strategy</li> <li>Shared Digital with Haringey and Islington</li> <li>HR update</li> </ul>		