

Camden Community Investment Programme

January 2018

The Community Investment Programme

Mixed and integrated communities are part of Camden's sense of place, and good homes where people can afford to live are foundational to this.

The Community Investment Programme (CIP) is Camden's pioneering and ambitious approach to delivering a range of community infrastructure including affordable housing, schools, community facilities and improved social housing.

CIP is one of the biggest Council building programmes in the country, delivering 869 new homes in the last five years.



Maiden Lane, York Way

The CIP Model



Bacton, Gospel Oak

To date Camden's Cabinet has approved schemes over £1bn of investment across the housing revenue account (HRA) and general fund

Without a land cost and developer margin, the profits generated from market sale units are used to cross-subsidise high levels of affordable housing and community facilities. This brings forward sites that would not be viable for a private developer

The Council has taken a decision to directly deliver housing schemes accepting the risk involved on the basis that the local authority is best placed to deliver community-led regeneration and risk could be managed across a programme of sites

Approved programme stands at approximately 2,000 new homes

Our Achievements To Date

The CIP is an innovative and varied programme seeking to address inequality in all its forms:

- New Council homes
- New urban spaces that design out crime and anti-social behaviour
- Camden Living rent homes for key workers and people on middle incomes
- New high quality residential care and extra care homes for older people to support their independence and dignity
- New studio accommodation and skills and learning centres for people experiencing homelessness
- Improved educational environments for our young people

Some of our schemes

Gospel Oak – 35 extra care homes at an affordable social rent

Netley – 80 new homes, 70 of which were sold to the Department of Transport as HS2 replacement homes, alongside new school buildings

Plender Street – 31 new private sale homes, new community centre and commercial units

Bacton Phase 1 – 67 new homes (46 affordable) and refurbished community hall

Maiden Lane – 273 new homes (126 affordable) and new commercial units

Liddell Road – new infant school creating 420 new school places

Case Study – Agar Grove

- Almost total redevelopment of an estate to double the density which has progressed with the support of residents – a development only the Council could bring forward
- Scheme includes the demolition of 112 low rise dwellings and remodelling of an 18 storey tower block.
- 493 new homes will be built to higher standards of design, space and sustainability.
- It is the largest project to break ground and will be the largest Passivhaus scheme in the country.
- It has been showcased by the DCLG as a model for estate regeneration



Agar Grove

Community Engagement Approach



Bacton, Gospel Oak

- Our schemes are co-designed with the community to deliver the facilities that our residents want and need
- Residents are involved from the outset in helping select architects and provide feedback on the density and design of schemes, through to co-developing decant strategies
- Across our major schemes we employ residents on the estates to act as peer-to-peer liaisons for projects. These staff provide a strong and ongoing presence on the estate alongside being channels for communication and feedback
- This community-led approach has allowed us to deliver major estate regeneration in cooperation with residents

Specialist housing

- We have a scrutiny panel covering homes for older people.
- We have sheltered housing user groups that are consulted on design.
- All housing meets or exceeds the London housing Design Guide, Lifetime Homes.
- We have been achieving 10% wheelchair adaptable accommodation on new developments.

Tenure Blindness

We have previously tried pepper potting on a 52 unit scheme. We no longer pursue this on new schemes. Experience has shown:

- Different expectations between private owners and social tenants
- Service charge issues – For example a concierge can cause affordability issues for social tenants but may help to achieve higher sales receipts.

Our solution is:

- Separate tenures within stair cores where possible
- Ensure the appearance of affordable housing matches the quality of private housing
- Both entrances have equal prominence and importance

Fire Safety

- Major works in progress at Chalcots Estate following evacuation in June 2017
- New Towers have sprinkler systems
- New post of Director for Residents' Safety has been created and filled
- LBC have approximately 40 blocks over 9 storeys
- Reviews are ongoing of existing stock which started with the tallest blocks
- Materials have been changed on projects on site where there was concern over any potential fire risk even though the materials complied with current building regulations

Working with planning



Bourne Estate

- Our planning team are based in the same building as the delivery team.
- Our planning team inputs into our extensive pre-planning consultation process to help ensure a smoother route through planning.
- We work closely with planning to discharge planning conditions in a timely manner to minimise any construction delays.

Working with finance

- The CIP programme was put together with close working between the finance and the CIP delivery teams using shared excel workbooks.
- Sensitivities were undertaken on sales price falls and works increases prior to commencement of the programme.
- Cost and Income forecasts are up updated monthly and monitored across the programme for treasury management purposes.



Maiden Lane Tower – Intermediate Rent & Private Sale

Responding to challenges going forward

- Rising construction costs in central London – we are looking at innovative ways of addressing this including off-site construction and other forms of procurement.
- Plateauing sales values – we are currently holding approximately £90m in sales risk and this will increase as larger schemes begin. We monitor our sales performance weekly and have exit strategies under review including market rent.
- There is a wider political environment that is suspicious of housing programmes that involve the demolition of social housing. We are confident of our strong offer to existing residents and the quality of our completed schemes will ensure continued support.
- The 1% rent reduction combined with the HRA borrowing cap limits have significantly limited our ability to use the HRA to fund schemes. We are lobbying to change this.
- We cannot currently combine right-to-buy receipts and GLA grant funding for the same schemes. We are lobbying to change this.
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