

COMMUNITY INVESTMENT PROGRAMME

ANNUAL REPORT 2024

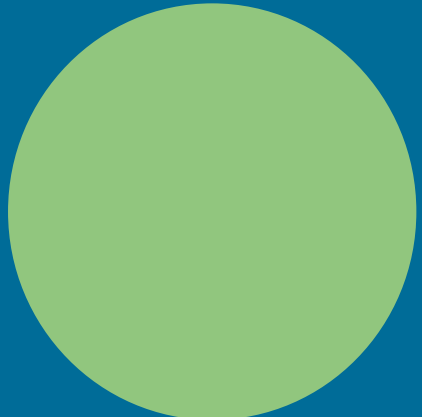




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2024 HIGHLIGHTS

Camden's CIP has delivered more than 1,700 brand new homes of which 70% are genuinely affordable

This year we have completed 169 homes, 113 of which are genuinely affordable on the Tybald's estate, Agar Grove estate and Central Somers Town

We have created new employment space at Liddell Place, which will generate income to fund Council services

We have entered into two partnerships that will deliver around 750 new homes at Bacton and Camley Street

This year we have completed Highgate Newtown Community Centre providing a new sports hall, a community café and flexible meeting rooms as well as Council-run services for young people and families.



Images: top left - Agar Grove estate Phase 1c; bottom left - Highgate Newtown Community Centre; centre - Central Somers Town Phase 2



Maitland Park has won the British Homes Awards 2024 Development of the Year (Over 100 Homes) and the Architect's Journal Architecture Award 2024 for best Housing Project (£40m and over)

In September we completed Liddell Place Workspace which will provide 31,000 sqm of workspace, 20% of which will be affordable

Agar Grove estate development recently came out on top in the Best Low Carbon home category at the Evening Standard New Homes Awards



The 125 homes delivered in Agar Grove Phase 1c have been certified as Passivhaus



Images: top right - Liddell Place Workspace; bottom right - Tybalds estate Phase 1a; centre - Central Somers Town Phase 2

FOREWORD

Camden's housing affordability challenge is making families, key workers, those who were born and raised here and those on average London incomes move away from the borough. The Council, through the Community Investment Programme (CIP), is tackling these challenges by delivering new affordable, high quality energy efficient homes that match the housing need of residents. Over the last decade, CIP has delivered over 1,700 homes, 70% of which are genuinely affordable, as well as estate improvements and new community facilities. Since April 2022, 368 affordable homes across various tenures have been completed, including 100 social-rented homes, 133 homes for temporary accommodation, 97 homes for refugees, and 38 homes as part of an extra care specialist scheme. During this period, construction has also begun on a further 332 homes, 239 of which are genuinely affordable, including the start of construction on Camden and Chester Road hostels, a key manifesto commitment.

This year we have completed three residential schemes which have delivered 169 homes on the Tybalds estate, in Central Somers Town and on the Agar Grove estate, two thirds of which are genuinely affordable. We have also completed two non-residential buildings at Liddell Place and Highgate Newtown. Liddell Place represents the end of the two phase Liddell Road redevelopment, which saw the expansion of Kingsgate Primary School and the delivery of over 100 homes by a developer. Highgate Newtown Community Centre completes the Highgate Newtown redevelopment, a mixed-use development which thanks to the additional grant secured is now 100% affordable housing.

CIP is also working to tackle other significant issues that our communities are facing, such as overcrowding and the increase in the demand for temporary accommodation or need for specialist housing support. In the last couple of years we have secured over £60m of grant from Government and the Greater London Authority (GLA) to help increase the supply of affordable housing for temporary accommodation. But this is not enough, and we are continuing to lobby Government to increase funding to address the affordable housing crisis. I'm proud that we have began the construction of our two new temporary accommodation developments in Camden Road and Chester Road, which will deliver 89 new homes for our families and residents who need them most.

Recently released data shows that the last year has been difficult for the construction industry and the GLA has reported that the number of state-funded affordable homes built in London reduced by 91% in the financial year 2023/24. The CIP programme has continued delivering and has a strong pipeline to help realise the full ambition of completing 4,850 homes, including 1,800 social rented homes. The last year has demonstrated that one of the programme's key strengths is its versatility. The mixed delivery model has allowed the programme to adapt to changing financial circumstances and to ensure it creates lasting positive change for Camden communities.

The driving force of CIP is delivering for our communities and ensuring everyone in Camden has a place they can call home and thrive in the Borough they know and love.



Councillor Nasrine Djemai

Cabinet Member for New Homes
and Community Investment



INTRODUCTION

Safe, secure, good-quality housing is essential to the quality of life for our residents. Camden's high housing costs are threatening the social mix which makes Camden communities so special. We Make Camden, developed in partnership with local communities, is the Council's promise to protect what is special about Camden. The Council's CIP programme is a key tool to support the delivery of this vision, and will be vital in realising the ambition that everyone in Camden should have a place they call home.

Who We Are and What We Do

The Council's CIP programme started in 2010, and over the last 14 years, it has evolved significantly, ensuring that Camden's communities' needs are put at the forefront of CIP objectives and adapting as needs change. In 2022 Cabinet agreed to extend the programme's scale and ambition with a target of delivering 4,850 homes, including 1,800 social rented homes. To date, the programme has delivered over 1,700 homes, 70% of which have been affordable.



Our Principles

CIP is guided by a set of core principles developed since 2010 through the Council's experience working with our communities.

Bold, ambitious and rigorous

We will make the best use of public resources and the most of our assets and resources.

Transparency and openness

We work in an open and transparent way with residents and communities before, during and after the development of projects.

Participation and capacity building

We build with the resident voice and communities alongside us as partners, and our projects provide people with skills for the future.

Increasing the number of good homes as quickly as possible

Moving families into homes and places that are healthy, safe and affordable.

Equality and housing justice

We tackle housing inequality and the health and well-being impacts of living in poor quality housing as an issue of social justice.

Tackling the climate emergency

Our homes are sustainable and we will build for an environmentally friendly 'Net-Zero' future.

Affordability now and for the future

Our homes are affordable for those who live in them and energy bills are reduced so that families' incomes are protected.

2024 Progress

Over the last year there has been great progress in delivering on the CIP ambition. In 2024 CIP completed three residential schemes on the Tybalds estate, Central Somers Town and Agar Grove estate, delivering 169 homes, 67% of which are genuinely affordable. CIP also completed the Council's first workspace at Liddell Place and a new state of the art Community Centre in the Highgate Newtown development.

Works have also continued on three other residential projects, Abbey Phase 3, Godwin and Crowndale and Agar Grove estate Phase 2a. Abbey Phase 3 will deliver the final phase of the Abbey Area Masterplan, where phases 1 and 2 have delivered 121 homes and a new community centre which includes a GP practice. Godwin and Crowndale will deliver 10 new four-bedroom family homes to help ease overcrowding while Agar Grove Phase 2a will deliver 94 genuinely affordable homes as part of the fourth phase of the estate redevelopment. This year, works have also commenced on site at Camden and Chester Road hostels, a scheme that will help the Council provide much needed Temporary Accommodation capacity for homeless families.

Development of projects at pre-construction stages has also continued. 2024 has seen the signing of two Development Agreements for Bacton Phase 2 and Camley Street. Bacton Phase 2 will complete the delivery of the Bacton estate redevelopment and will see the delivery of around 400 homes, 117 of which will be genuinely affordable. Through the procurement of the partner the Council has been able to secure an increase in the amount of affordable housing that can be delivered on this site. This increase will support the delivery of the redevelopment of Wendling estate nearby as tenants on this estate will be given the option to move to Bacton Phase 2 on a one move decant basis. At Camley Street, the agreement signed will allow the delivery of around 350 new homes, 50% of which are expected to be genuinely affordable, as well as 200,000sq ft of Knowledge Quarter-led commercial space which will create around 1,000 jobs in the light industrial, life sciences, technology, and digital industries.

Other CIP projects have also made significant progress. The New Homes for Small Sites programme has seen the appointment of two high-quality and diverse multidisciplinary teams to take forward four sites that will deliver around 60 genuinely affordable homes. The schemes are at pre-planning stage and are expected to submit planning applications by mid-2025. Two large estate redevelopment schemes, West Kentish Town and Wendling, have also made progress over the year, with a new phasing

strategy agreed for the first one and progress made on preparing a Cabinet report on the second one. This year the Council has also exchanged on the lease agreement with NW3 Community Land Trust for Daleham Gardens, which will see the Community Land Trust deliver 14 affordable homes. The project has been approved by Planning Committee and the s106 agreement is being drafted.

The variety of projects that CIP has and is delivering demonstrates how the programme has matured over the years. As a well established part of the Council's Capital programme, CIP is ensuring that the Council continues to deliver much needed affordable housing.

Participation and Engagement

Camden residents, businesses and stakeholders shape the work that CIP delivers through extensive meaningful consultations at every stage of development. Projects are designed to deliver on resident needs and are frequently amended to capture the needs local of communities.

2024 has seen several CIP projects undertake significant meaningful engagement with communities. The New Homes for Small Sites Programme has continued the intense engagement activity with residents, listening to concerns and adapting designs to capture feedback. Residents have also been given a chance to comment on the new names given to recently completed residential blocks, including those in Central Somers Town Phase 2.

Awards

Three CIP schemes have received awards this year, demonstrating the quality of the work that CIP delivers. The New Homes for Small Sites Programme, in recognition of the innovative engagement approaches used, won a Planning & Placemaking Award for its Greater London Authority (GLA) funded toolkit for 'engagement-led site identification', based on the 'Call for ideas' programme. Maitland Park, a project completed in 2023, won the British Homes Awards 2024 Development of the Year (Over 100 Homes Category) as well as the Architect's Journal Architect Award 2024 for best Housing Project (£40m and over) in recognition of the design developed through meaningful engagement with local communities. Finally, Agar Grove estate redevelopment secured the Best Low Carbon home category at the Evening Standard New Homes Awards as well as also being Highly Commended in the Best Flat category.

WIDER BENEFITS OF CIP

Social value

CIP delivers much more than homes and community facilities. Through the Council's robust procurement and social value programme, CIP is able to secure a significant amount of added value in the form of apprenticeships, work experience and financial contributions towards local charities amongst others.

Each project is different and unique. The teams involved devise the social offer requirement through understanding local communities and in partnership with wider Council teams. Recently completed projects were able to secure 8 apprenticeships and 12 work placements with 8 more apprenticeships and 17 work placements expected by projects currently being built. In addition, project teams are delivering outreach sessions to encourage diversity into the built environment, engaging with students at local schools and delivering local social value initiatives which deliver on local needs.

Ensuring the social value offer is tailored to each project is a key part of what CIP teams try to achieve and while there are many specific metrics, our success can also be measured by the testimonials and feedback teams receive from residents.

Project teams ensure residents and communities form a key part of the schemes. They do this to ensure they have a say in what they would like the Council to be delivering and an opportunity to benefit in every way possible.



Positive lived experience outcomes

“ The move has given us a massive boost. We had terrible damp in our previous home. Our breathing is better, and our quality of life is completely different now.
- Agar Grove Phase 1b resident

Quality of life

Energy efficient

“ My home is really well insulated and feels so warm - I've hardly needed to switch the heating on! It is the perfect home for me and my son.
- Tybalds Phase 1a resident

Cost savings

“ After more than two decades of work without a permanent home for our charity, we are thrilled to finally find ourselves in this beautiful building, situated in the heart of the community we serve. This has enabled us to extend our activities to more beneficiaries than ever before.
- Charity who operate from new CIP building at CST

Supporting community organisations

“ There is a sense of safety and comfort, reassured by the security features of the property.
- Highgate Newtown resident

Improving safety

“ The communal space is amazing. It has created a community and I know everybody. Neighbours talk to each other about any issues.”
- Agar Grove Phase 1b resident

Creating communities

Flexible approach

One of CIP's greatest strengths is its versatility in providing new homes and community facilities for Camden residents. Using a variety of delivery approaches is helping the Council de-risk the programme and maximise housing delivery while remaining in a sound financial position.

In recent projects, CIP has taken a mixed delivery approach, with development agreements signed for Bacton Phase 2 and Camley Street. This approach has already been tested in previous CIP projects, with successful results. Greenwood Centre was delivered directly by CIP with a development agreement signed to deliver housing on a nearby site. This approach allowed the Council to deliver a world class facility for Camden residents, while also securing nomination rights on the affordable homes delivered by the developer. Another example of a successful delivery of a development agreement is Liddell Place, where the Council has received the recently completed workspace site as well as the expansion of Kingsgate Primary School in 2016. The site delivered by the developer contains a number of affordable homes for which the Council retains nomination rights. The workspace delivered will remain in the Council's ownership, securing a long term income generating asset that will help fund the delivery of Council services.

To increase flexibility, in 2023 the Council set up a Camden Living Group of companies, with the original Camden Living Ltd now sitting alongside a new Registered Provider company Camden Living Housing Association. As part of the Council's "housing family" the Group's objectives are aligned with the Council's, focussing on being an exemplary landlord for its tenants. Its constitution has been designed to help the Council increase numbers and speed of delivery of affordable housing (with Camden Living being given a target of acquiring up to 1,000 homes.) It offers CIP an additional option for delivering its schemes, especially because new affordable homes sold to Camden Living can be built by CIP without any pressure on the housing revenue account, with all funding for Camden Living coming from grant including GLA grant or from the General Fund.

CIP is also adapting to the challenge around re-providing small to medium sized community spaces in a sustainable way. The voluntary and community sector (VCS) is facing significant funding pressures. This, coupled with new building safety regulations, increases the requirements and responsibilities for VCS tenants. This often means the maintenance of more complicated systems than those they replace with the associated costs. Despite this, the teams are committed to providing innovative solutions to deliver the facilities residents need. Recent projects have shown that this is possible, such as Highgate Newtown Community Partners taking on the lease for the newly completed Highgate Newtown Centre.

Temporary Accommodation Purchase Programme

Over the last four years the Council has run a Temporary Accommodation Purchase Programme (TAPP) alongside CIP to support the delivery of increased temporary accommodation provision. TAPP has been able to secure millions of pounds of grant funding from the GLA and Government to buy back properties purchased under Right to Buy. The three phases of the TAPP programme have allowed the Council to increase the affordable homes supply for temporary accommodation by over 200 homes.

Despite the significant number of homes acquired, there remains a significant gap between the supply and demand. Every home purchased represents a saving to the Council on nightly hotel rates and the teams are continuing to look for grant opportunities to increase the supply of temporary accommodation through acquisitions or the delivery of new schemes, such as the Camden Road and Chester Road hostels which both started on site this year.

Diversity in the built environment



CIP project teams work closely with the Council's Culture team to ensure that on new built schemes, the names of the new residential buildings celebrate Camden's diverse communities and heritage. This work builds on Camden's Strategy for Diversity in the Public Realm 2023 – 2028. Building on the research conducted by the Culture Team and an independent researcher, information about people from Camden's history with often over-looked, diverse heritage (ethnicity, class, gender, disability, sexuality, faith) that have contributed significantly to society has been established. Research often makes connections between these historic figures and location, neighbourhood communities and the sites of new builds, which strengthens the meaning and impact of the name for current residents. The Council's aim is to celebrate Camden's diverse heritage through the naming of new buildings to help ensure that the public realm is representative of our communities.

Local residents are asked to choose from a selection of options based on the independent researcher work. In recently completed Central Somers Town Phase 2, the

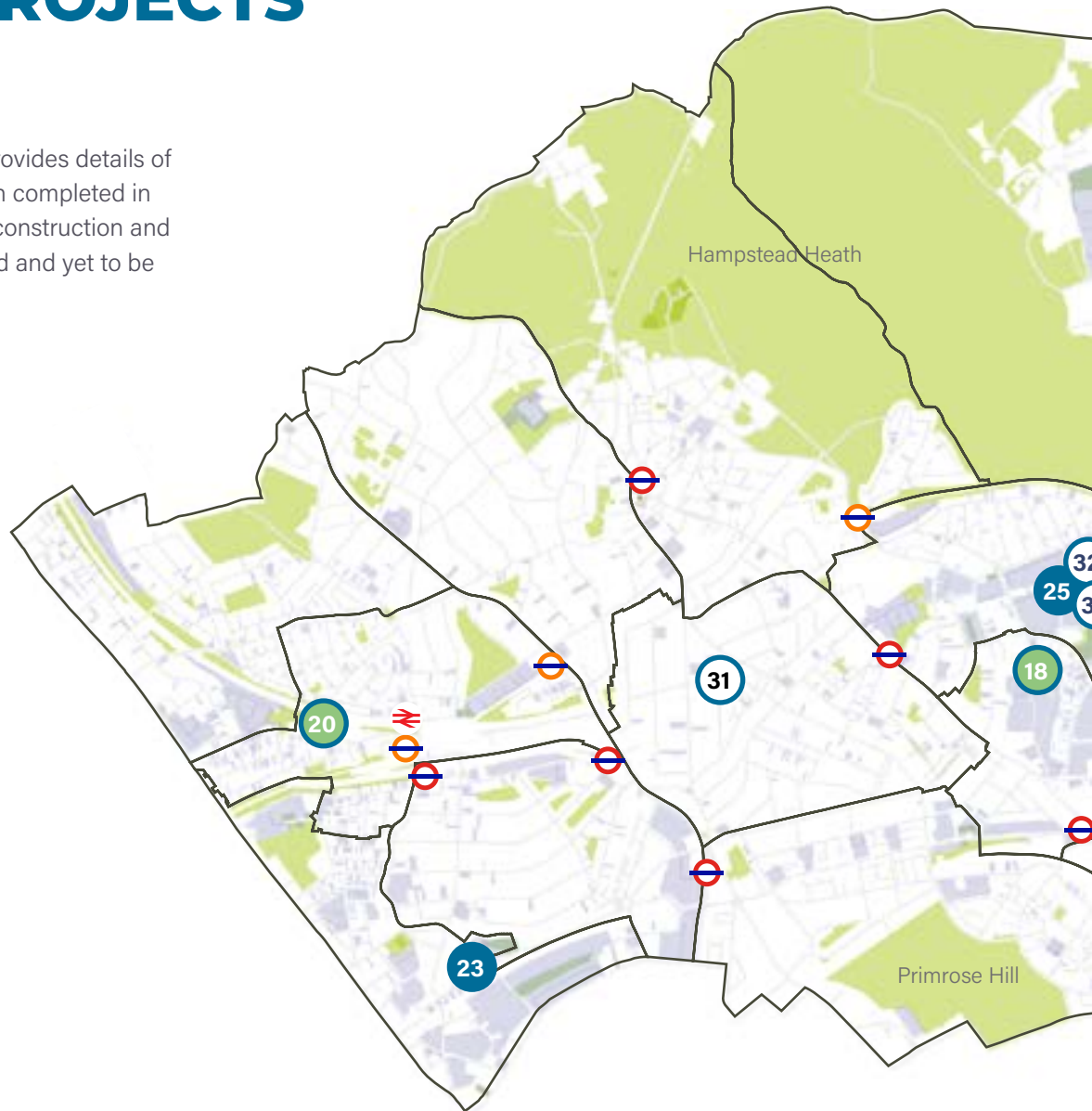
new residential blocks have been named Mary Shelley House, celebrating English novelist who is best known for her Gothic novel *Frankenstein* and who was raised in the vicinity of Polygon Road and John Dowling House, who was on the St Pancras Council permanent building staff as a painter who not only helped in the construction of Park View (formerly Cecil Rhodes) House but was a tenant there until he died in the 1980s.

CIP, along the rest of the Council, is committed to ensuring that the Council advances equality, diversity and inclusion. The programme is active in London wide forums that seek to broaden the diversity of the built environment industry. For the last three years CIP has taken part in the Future of London Emerging Talent Programme. Through this, CIP has taken four 6 to 9 month placements which have supported young people to experience the built environment industry by giving them hands-on experience on live projects and support their early stages of a career in the built environment.



OUR PROJECTS

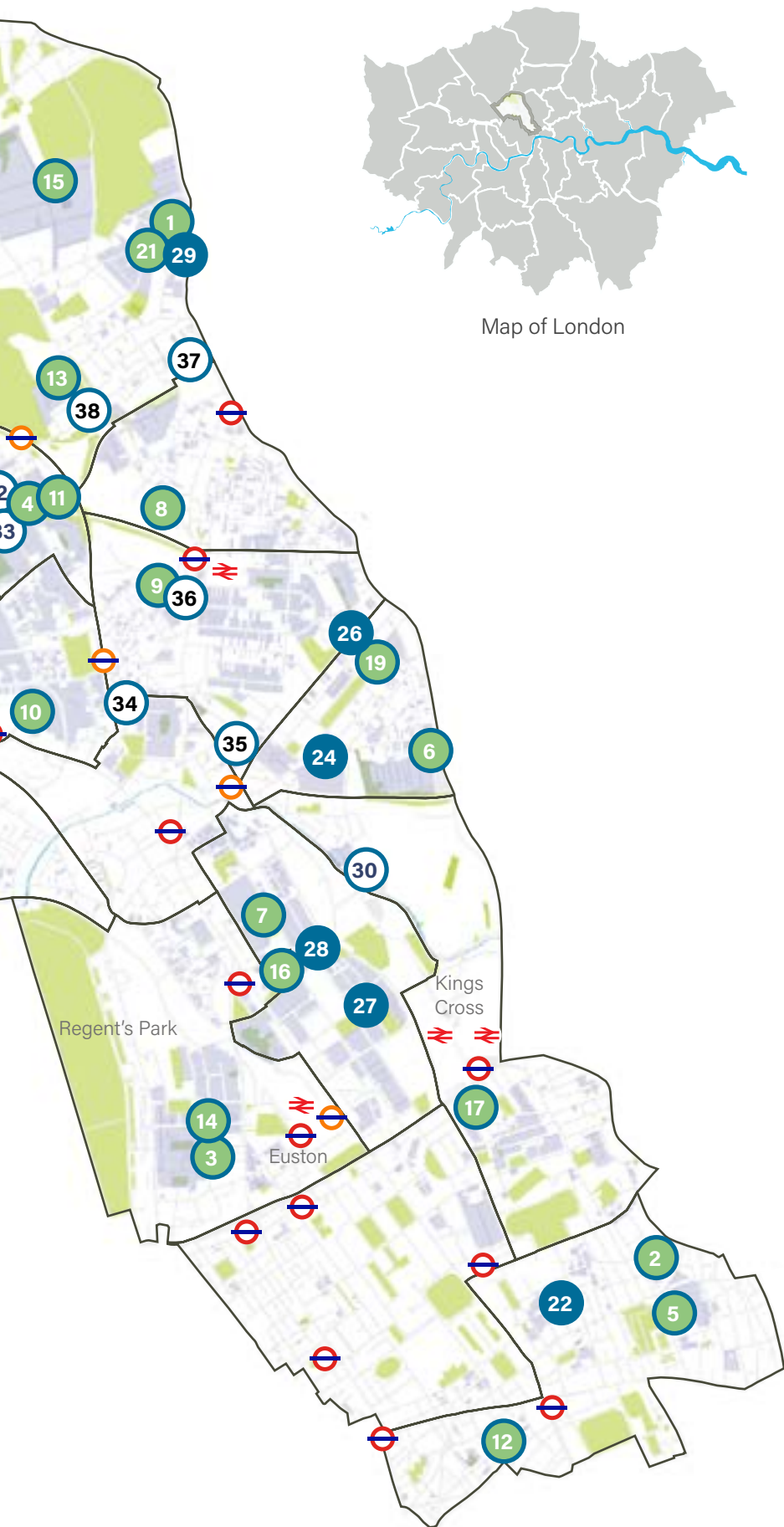
This section of the report provides details of the schemes that have been completed in 2024, those that are under construction and an overview of the approved and yet to be approved pipeline.



KEY

-  Completed Project
-  Under construction Project
-  Future Project
-  Ward Boundaries (2023)
-   0 200 M 1000 M

Map produced in December 2024



- 1 Chester Balmore
- 2 Mount Pleasant
- 3 Netley School
- 4 Barrington and Lamble
- 5 Bourne Estate
- 6 Maiden Lane Estate
- 7 Camden Street and Plender Street
- 8 Greenwood Centre
- 9 Holmes Road
- 10 Charlie Ratchford Court
- 11 Kiln Place
- 12 Parker Mews
- 13 Parliament Hill and William Ellis Schools
- 14 Regents Park Estate (includes HS2 replacement homes)
- 15 Holly Lodge Estate
- 16 Mayford & Pepperfield
- 17 Camden Town Hall Refurbishment
- 18 Maitland Park Estate
- 19 North Villas
- 20 Liddell Road
- 21 Highgate Newtown
- 22 Tybalds Estate*
- 23 Abbey Road*
- 24 Agar Grove Estate*
- 25 Bacton Estate*
- 26 Camden Road Hostel
- 27 Central Somers Town*
- 28 Godwin and Crowndale Estate
- 29 Chester Road Hostel
- 30 Camley Street
- 31 Daleham Gardens
- 32 Wendling Estate
- 33 West Kentish Town Estate
- 34 Hadley Street
- 35 Bernard Shaw Foster Court
- 36 Raglan Street
- 37 Churchill Road
- 38 Highgate Road

The locations of homes delivered under Temporary Accommodation Purchase Programme are spread across the borough and are not shown in this map.

* Projects have multiple phases and some phases have already been completed



Recently completed projects



Space before development

TYBALDS PHASE 1A

- HOLBORN AND COVENT GARDEN WARD
- 10 SOCIAL RENTED HOMES
- COMPLETED IN APRIL 2024

The underbuilds scheme completed in April and delivered 10 new social rented homes in the lower ground floor areas of Falcon, Richbell and Blemundsbury blocks on the Tybalds estate. The underbuilt space was previously used for storage. 6 of the 10 homes are wheelchair accessible and the scheme delivered new Disability Discrimination Act compliant ramps for Blemundsbury and Falcon. The homes were all let by June, with 4 of them secured by existing residents from the estate thanks to the Local Lettings Plan in place and who moved due to over-crowding, downsizing, mobility issues and wheelchair living needs.

As part of the social value secured, an apprenticeship position for a Camden resident was secured via the Kings Cross Construction Skills Centre for a minimum term of 12 months. The contractor also made a contribution towards the Intergenerational Story Telling Project to bring people together on Tybalds estate, build relationships and create a more cohesive community.

“

My new home is brilliant! I love everything that Camden has done. I feel really lucky to be able to move to a new home on the same estate as the area is fantastic. I was born and raised here and it's so nice to continue being a part of this community”

- Tybalds resident

AGAR GROVE 1C

- CAMDEN SQUARE WARD
- 125 HOMES
- COMPLETED IN JUNE 2024

The third phase of Agar Grove estate redevelopment was completed in June and delivered 125 homes, 55% of which are affordable, along with a retail space. The Council was able to secure additional grant funding from Government and this allowed the change of tenure of some private sale homes to affordable homes, increasing the overall amount of affordable housing in the estate.

The new homes have been recognised by the Evening Standard New Homes Awards 2024 with the scheme winning the Best Low Carbon Home award and being Highly Commended in the Best Flat category. The awards once again demonstrate the forward-thinking Passivhaus design and Camden's commitment to sustainable living. The project has been able to secure significant social value from the construction contractor, including the offer to deliver six Solohaus units which are temporary, self-contained accommodation units for single homeless people. The commitment covers all costs including the

One of the blocks before redevelopment



site clearance, planning and supply and installation of the fully furnished units. The Council is currently exploring this offer and looking to potentially increase it to help tackle homelessness. The contractor has also provided 53 days of on-site placements for young people and donated almost £6,000 to help with child minding costs, food-bank donations in Somers Town and to help Agar Grove Tenant Management Co-operative (TMC) that manages the existing tower block Lulworth organise a summer party for estate residents.







LIDDELL ROAD WORKSPACE

- WEST HAMPSTEAD AND FORTUNE GREEN WARDS
- WORKSPACE
- COMPLETED IN OCTOBER 2024

October saw the completion of the transformation of a former industrial estate at Liddell Road which began in 2015. The workspace forms part of Phase 2 of the works that commenced following the demolition of the existing industrial buildings and the expansion of Kingsgate Primary School. The school completed in 2016.

Phase 2 of the scheme was delivered under a Development Agreement with a private sector developer who delivered 106 mixed tenure residential homes, a five-storey workspace for mixed commercial use and public realm landscaping works. Liddell Place provides 3,700sqm of commercial space, spread across five floors, with 20% of the space being let as affordable workspace. The site is being leased to a specialist workspace provider on a profit-share basis, with the Council retaining the ownership of the building and profits generated reinvested into the Council.





HIGHGATE NEWTOWN COMMUNITY CENTRE

- HIGHGATE WARD
- COMMUNITY CENTRE
- COMPLETED IN DECEMBER 2024
- 36 AFFORDABLE HOMES DELIVERED IN 2023

The community facility that completed in December forms part of the wider mixed-use development that saw the delivery of 100% affordable 36 homes at the end of 2023. Preparations for the fit-out works of the centre are underway with Highgate Newtown Community Partners. The new state-of-the-art community facility will include a sports hall, a community café and flexible meeting rooms, with a range of services delivered by voluntary sector partners and Council-run services for young people and families. Fresh Youth Academy, the Council's youth centre and gym for young people will also reopen in 2025.



Image (Top right) credit - Jim Stephenson and RCKa

In addition to the new community facilities and homes, the scheme has created a new public square and pedestrian route through the heart of the site that will better connect existing communities and create a new focal point for this area.







CENTRAL SOMERS TOWN PHASE 2

- ST PANCRAS AND SOMERS TOWN WARD
- 34 SOCIAL RENTED HOMES
- COMPLETED IN DECEMBER 2024

The second phase of the Central Somers Town masterplan was completed in December. This phase delivered 34 new social rented homes as well as tenant hall. The homes, which are new additional social rented homes, will be owned by Camden Living Housing Association, the new Registered Provider part of the Camden Living Group of which the Council is the sole shareholder.

Throughout construction, the project has delivered 7 apprenticeships, 4 of which were new apprenticeships. Of the 7 people who were employed, 4 were Camden residents. The contractor and CIP project team worked with the Euston Skills Centre to source local suitable candidates and promoted all the opportunities with local businesses, various Camden partners and to the wider community. The main works contractor also provided 5 people with paid work placements, 2 of which were Camden residents. An additional 7 paid work placements have also been

delivered through the main contractors supply chain, all of which were taken up by Camden residents. The contractor also delivered a pre-employment training course to 10 Camden residents, working closely with Kentish Town Job Centre to identify the local residents, all of which obtained a Construction Skills Certification Scheme (CSCS) card at the end of the course.

Site before redevelopment







Projects under construction



ABBEY PHASE 3

- KILBURN WARD
- 139 HOMES
- EXPECTED COMPLETION EARLY 2026

The third and final phase of the Abbey area regeneration will see the delivery of 139 homes, 46 of which will be genuinely affordable as well as landscape improvements. The final phase will complement the homes delivered in Phase 1 and the community and health centre delivered in Phase 2. Works are progressing well and the project is expected to complete early 2026.

The main works contractor has been working with local partners who specialise in supporting those currently unemployed and have been able to support the employment of 2 local residents who are prison leavers into groundwork roles. They have also hosted 6 work experience placements so far on the project with Women Into Construction. The broader project team have engaged with over 468 students at two Acland Burghley School careers fairs and have also attended the Euston Skills Centre Camden Construction Challenge in June to inspire school students about the construction industry.

The Abbey Road Phase 3 project has spent over £55,000 with Social Enterprises which has supported businesses which trade for a social or environmental purpose and which include amongst others Nuneaton Signs, Kenny Waste Management, The Commercial Foundation and Chapter One. In addition, the main works contractor and supply chain have generated over £1.7m in economic benefit for the local community as a result of local spend, spend with small and medium-sized enterprises, micro businesses and Social Enterprises



AGAR GROVE PHASE 2A

- CAMDEN SQUARE WARD
- 94 SOCIAL RENTED HOMES
- EXPECTED COMPLETION LATE 2027

The fourth phase of Agar Grove estate redevelopment will see the delivery of 94 social rented homes, along with offices for Agar Grove TMC, a community hall, and a commercial workspace. These homes will house residents from Lulworth in preparation for its refurbishment in later phases, ensuring a one move decant.

The social value delivery of the project is ongoing. This phase is planning on delivering 8 apprenticeships and 4 work experience placements. The contractor has also committed to organising and paying for a Family Fun Day on the estate for the local residents and their families. In addition to this, the contractor has committed to deliver 60 hours of volunteering time provided to support local community projects and to making wooden planters for the Agar Grove TMC, and also for a resident of one of the Origin Housing Association homes within the estate.



GODWIN AND CROWNDALE



- ST PANCRAS WARD AND SOMERS TOWN WARD
- 10 SOCIAL RENTED HOMES
- EXPECTED TO COMPLETE IN 2026

The scheme is delivering 10 4-bedroom homes for social rent. These homes will deliver much needed genuinely affordable family accommodation. The homes are 'townhouse' style terraces over three storeys with flexible living space, cycle storage, private gardens and access to the communal open space.

As part of the projects social value commitments, the project's team has been raising awareness of construction as a career through careers talks at Camden School for Girls and William Ellis School, leading to 3 student work placements from these schools. Approximately 7% of the total spend to date has been with local companies and 2 local residents have been offered roles at the site, including a permanent position.

CAMDEN ROAD AND CHESTER ROAD HOSTELS

- HIGHGATE AND CAMDEN SQUARE WARDS
- 89 HOMES
- EXPECTED COMPLETION LATE 2026

The redevelopment of the existing hostel accommodation at 248-250 Camden Road and 2 Chester Road will provide 89 new temporary accommodation homes for families, a staff room and office. The hostels will make a significant contribution towards addressing the growing homelessness problem that has increased in recent years. Planning consent for both projects was secured in 2021 with both hostels being designed to be built using a modular approach. The market for this type of construction has been very variable over the last few years and has led to two unsuccessful procurement exercises. A successful procurement exercise has now been completed and construction commenced at the end of 2024. The works are expected to last over 20 months, completing in late 2026.





**Approved
pipeline**



BACTON PHASE 2

- GOSPEL OAK WARD
- START ON SITE EXPECTED IN 2026

Bacton Phase 2 has reached a significant milestone this year. In April the Council signed a conditional Development Agreement with Mount Anvil, a London based developer, to deliver the affordable and private homes on the scheme. When complete, the Council will own 107 new social rented homes on the site, which represents a net increase of 46 social rented homes. There will also be a further 10 intermediate rent homes and homes for private sale.

As part of the social value commitment to the borough, Mount Anvil has pledged to target a minimum of 10% value of the supply chain to be provided by local suppliers, increase employment opportunities for local residents and to join Camden Climate Alliance amongst other measures.



WEST KENTISH TOWN PHASE 1

- HAVERSTOCK WARD

- START ON SITE EXPECTED IN 2026

Phase 1 is the first of 8 phases in the West Kentish Town Estate regeneration scheme.

A design freeze was achieved in October, with an 'outline' Planning Application for the whole scheme and 'detailed' for Phase 1 due for submission in 2025. Over the last year, site constraints and construction logistics have been resolved through intensive engagement with local stakeholders, internal colleagues and the wider expert project team.

Garages have been demolished, hoardings decorated, and older teenage residents are working with built environment professionals to design meanwhile uses to keep their estate active and young people empowered throughout this lengthy redevelopment.





CAMLEY STREET

- KING'S CROSS AND CAMDEN SQUARE WARDS
- START ON SITE EXPECTED IN 2026

The project reached a significant milestone this year. In October the Council, Ballymore and Lateral signed a Development Agreement to deliver both sites. These sites have the potential to deliver around 350 new, energy-efficient homes, 50% of which will be genuinely affordable as well as increasing the employment space on the sites through the delivery of more than 200,000sq ft of Knowledge Quarter-led commercial space, creating around 1,000 jobs in the light industrial, life sciences, technology, and digital industries.

The project team has already delivered a variety of social value outcomes including supporting the launch of Co-laboratories, a biotechnology incubator as a meanwhile space on the Cedar Way site, the delivery of 2 work placements for local young people and donating to Camden Giving to support community grants provided through panels of community members.





Future pipeline



SUPPORTED LIVING CLUSTER

- HIGHGATE WARD

- START ON SITE EXPECTED IN 2026

The CIP team is set to deliver a new supported living scheme for adults with profound multiple learning disabilities. The homes will be supported by staff from Adult Social Care teams 24 hours a day, 7 days a week.



DALEHAM GARDENS

- BELSIZE WARD

- START ON SITE EXPECTED IN 2025

The Council has partnered with community-led organisation, the NW3 Community Land Trust, to redevelop the site. Over the last year, parties have exchanged on the agreement for lease and planning has been granted by committee. A s106 agreement is being drafted with the final version to be published.

NW3 Community Land Trust is run by local people and will aim to make sure the homes delivered on this site meet local housing needs and are affordable to local people.



NEW HOMES FOR SMALL SITES PHASE 1

- MULTIPLE WARDS

- STARTS ON SITE EXPECTED IN 2026

Phase 1 of the programme is aiming to deliver 50-60 genuinely affordable homes at Hadley Street, Bernard Shaw Foster Court, Raglan Street and Highgate Road estates. The schemes will also include resident-led estate improvements and enable further benefits for the community through social value delivery.

Over the last year, two high-quality diverse multidisciplinary teams have been appointed. All 4 of the Phase 1 schemes are at pre-planning stage with expected planning applications in 2025.





AGAR GROVE ESTATE

- CAMDEN SQUARE WARD
- EXPECTED TO START ON SITE 2027

The last two phases of the Agar Grove estate redevelopment will deliver a new block of 34 genuinely affordable homes, and the retrofit of Lulworth to provide 144 private sale homes and 4 genuinely affordable homes..



WENDLING AND ST STEPHEN CLOSE

- GOSPEL OAK WARD
- EXPECTED TO GO TO CABINET IN 2025

The regeneration of Wendling and St Stephen's Close estate has the potential to deliver approximately 700 homes, subject to planning. The signing of the development agreement at Bacton Phase 2 this year will greatly support the scheme as social tenants will be offered a one move decant to newly built homes adjacent to their estate.

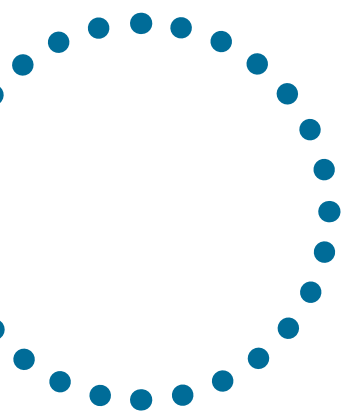
The project team has recently completed a comprehensive review of the business case for the regeneration. This review focused on the financial viability, and it has been agreed that the Council will continue to work on a delivery strategy proposal that involves a 'partnership' model, working with an experienced construction partner to build the affordable homes needed. A new programme of works is being developed with proposals expected to be discussed by Cabinet in 2025.



TYBALDS ESTATE FUTURE PHASES

- HOLBORN AND COVENT GARDEN WARD
- START ON SITE EXPECTED IN 2026

The Tybalds estate masterplan was approved in 2021 to deliver 56 homes across the estate. Phase 1a has already delivered 10 social rented homes with the remaining to be delivered in future phases. Work is ongoing to assess viability and funding but it is expected that further phases will come forward in the near future.





WEST KENTISH TOWN PHASES 2-8

- HAVERSTOCK WARD

Future Phases of the West Kentish Town Estate Regeneration Project consists of affordable and market sale homes, along with new routes, open space, play space, cycle and disabled parking, highway works, and hard and soft landscaping.

The construction works for the master plan are anticipated to take place over a 20-year period. Phase 2 of the regeneration masterplan already has Cabinet approval but future phases will require future Cabinet approval to proceed.



NEW HOMES FOR SMALL SITES PHASE 2

- MULTIPLE WARDS

Previous engagement work has identified a long list of potentially viable sites. The first 4 sites have been taken forward through Phase 1, but further sites remain and these need to be tested for their capacity and type of development for Phase 2. Proposals for the second phase need to get Cabinet approval and as with the existing phase, the team will work with local communities to understand their needs, seek design input and find the best development route for each site.



OTHER PROJECTS

In addition to the projects outlined, there are a number of schemes that are at very early development stages where officers are working to understand viability. These projects have potential to deliver additional affordable homes and would support delivering the CIP ambition.

“ I like that the school building and environment that the children have. My child loves coming to school and then going to park after school.

- Parent of child at Kingsgate Primary

“ The kids are thrilled with our new home! My wife is especially delighted to be in such a fantastic residential area, where everything we need—parks, a school, a GP, and a hospital—is just a short walk away.

We also love our flat for its modern finishes and beautiful interiors. It boasts state-of-the-art appliances, thoughtfully designed lighting, and efficient heating and cooling systems. A big thank you to Camden for relocating us to these amazing flats. I must say, the community here is incredibly welcoming and friendly.

Lastly, the support from the Camden Council has been nothing short of extraordinary. Their assistance has made our transition into this wonderful community easy.

- Highgate Newtown resident

“ Our new home has had a huge positive impact on our physical and mental health, making our health conditions and additional needs easier to manage. It really feels like a dream come true.

- Tybalds 1a resident

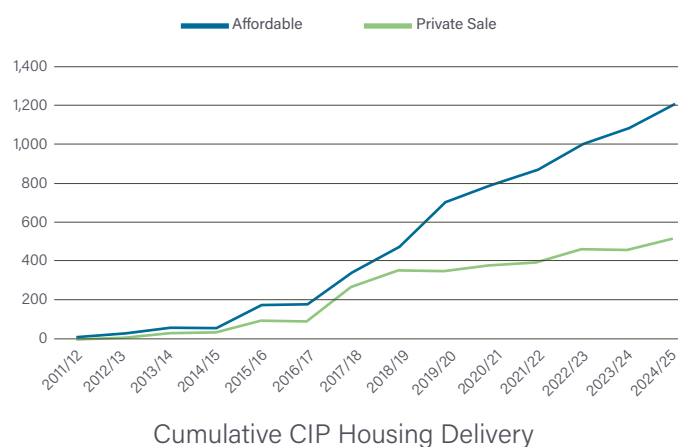
“ This flat is 100 times better than where we used to live. There is a huge difference in heating and hot water costs - much less than where we lived before.

- Agar Grove Phase 1b resident

PERFORMANCE

CIP housing targets

In September 2022, the Council's Cabinet agreed to extend the programme's scale and ambition with a new target of 4,850 homes, including over 1,800 social rented homes being set. To date, over 1,700 homes have been delivered by CIP. Of these, 70% are affordable in a variety of tenures, demonstrating the programme's ability to deliver flexibly to match residents' needs. There are further 332 homes being built and over 1,200 more in approved projects developing through the project lifecycle.



Most projects to date have been delivered through 'direct delivery' route, where the Council designs, finances and builds. In light of challenging and uncertain economic climate, recently CIP has been much more proactive in diversifying the way it delivers projects. All local authorities are experiencing severe financial headwinds and to mitigate risks and better balance risk and reward CIP has been more involved in delivering through alternative delivery models, such as through Development Agreements. Mixing delivery routes ensures that the level of risk taken is managed more effectively. The delivery route of each project is decided on a project-by-project basis taking into account the overall viability of the scheme and objectives that it aims to deliver. As both Bacton Phase 2 and Camley Street projects have demonstrated this year, there is strong demand for working in partnership to deliver new homes in Camden.

As shown in the following table, CIP has identified sites to deliver the full ambition agreed by Cabinet in 2022. Some of these projects are at very early stages and therefore delivery figures and tenures are likely to change as the projects are further developed and viability fully assessed.

Housing Tenure	Completed	On Site	Approved Pipeline	Completed, On Site and Approved	Future Pipeline	Total
Social Rent	677	140	541	1,358	576	1,934
Specialist Accommodation	190	89	-	279	-	279
New build Temporary Accommodation	101	-	-	101	-	101
Temporary Accommodation Acquisitions and Refurb	213	-	3	216	-	216
Intermediate (Camden Living and Shared Ownership)	81	10	85	176	86	262
Private Sale	518	93	652	1,263	1,146	2,409
Total	1,780	332	1,281	3,393	1,808	5,201*

* Figure subject to planning and viability

CIP finances

CIP is a central component of the Council's Capital Programme and its successful management is key. The programme is subject to robust governance and challenge to ensure it is effective and delivers. The table below shows a summary of the total CIP incurred expenditure and realised income up to 1 April 2024 as well future pipeline schemes net position. A key pledge of CIP is that the programme as a whole needs to be self-funding. This means that some projects generate surpluses and some have deficits, ensuring that overall the programme is balanced. This is done to ensure CIP objectives are maximised across all sites. As of April 2024 a small surplus is forecasted by the end of the programme, however, as more schemes are approved to ensure the full ambition is delivered, it is expected that ultimately the programme's expenditure and income will be balanced. Changes in viability and forecast build costs have the potential to lead to large variations in the overall programme position year on year. Furthermore, as one of the programme's main aims is to increase affordable housing delivery, projects are constantly reviewed to ensure that where appropriate and prudent to do so, tenure mix is revised so that affordable housing is maximised.

Despite the ongoing viability assessments, robust governance and benchmarking, the programme faces significant headwinds. The large increase in build costs observed over the last couple of years coupled with a subdued housing market, which is the primary income generator for the programme, mean that viability is being significantly tested. The Council has already taken steps to diversify delivery approaches to mitigate this risk. In addition, CIP continues to participate in external quarterly benchmarking exercises to ensure projects remain competitive and in line with market expectations and project teams continue to monitor and assess projects on a case by case basis to ensure resources are used effectively. CIP ensures that project budgets include contingency levels at the point of securing budget. This is to ensure that

any unforeseen costs can be managed within the funding envelope agreed.

CIP's main income generators are private sale receipts and grants from the GLA and Central Government. In the last year CIP has been able to exceed its sales income target at Maitland Park as well as being able to secure additional grant from the GLA Affordable Housing Programme 2021-26 (AHP), One Public Estates Brownfield Land Release Fund (BLRF) and Ministry of Housing, Communities and Local Government's (MHCLG) Local Authority Housing Fund (LAHF). The largest grant source is the GLA's AHP 2021-26 programme where the Council has a £86.64m allocation. This grant is distributed over several projects and is contingent on projects starting on site by March 2026. Under BLRF the Council has secured over £3m for 3 projects and LAHF funding (multiple rounds) has allowed the Council to switch the tenure of homes earmarked for private sale in Agar Grove Phase 1c and at Highgate Newtown to temporary accommodation.

Total Approved Programme as at:

	1-Apr-23	1-Apr-24
	£m	£m
Completed schemes	524.66	761.88
Committed schemes	304.79	141.85
Uncommitted schemes	387.22	368.59
Total Expenditure	1,216.66	1,272.33
Residential Capital Receipts	-677.78	-677.31
Other Capital Receipts	-441.63	-443.34
Grant Funding	-95.04	-108.72
Other Income	-15.60	-27.28
Total Income	-1,230.05	-1,256.54
Subtotal	-13.39	15.78
Pipeline	-53.85	-42.95
Net Surplus	-67.24	-27.17

Sales market update



Over the last year, CIP has been marketing three schemes that had homes for private sale in Holly Lodge Phase 2b, Maitland Park and Agar Grove Phase 1c. Homes in the first two schemes have been sold out in the year, with income targets surpassed in Maitland Park. There are currently only homes for sale in Agar Grove Phase 1c, a scheme that only completed in June 2024 and which has already seen good sales activity.

Over the last 12 months, the housing market has seen a continuation of the volatile and uncertain environment with interest rates staying higher for longer than the market had anticipated. Prices in the London Borough of Camden averaged £809,563 in June 2024, 55% higher than the London average of £523,134. Buyers have continued to be impacted by higher mortgage rates and affordability pressures. Average prices in Camden have fallen by 6.2%

year on year, while prices in London increased by 0.6% and 2.7% for the United Kingdom*. Despite economic uncertainty and short-term market volatility the expectation is that CIP sales will remain relatively stable with CIP open sales market activity remaining resilient.

Recently completed CIP delivered homes are predominantly bought by first time buyers who already reside in London. In Maitland Park 98% of purchasers lived in London, with almost half being Camden residents, and 73% were first time buyers. A summary of the progress of sales for developments which had homes on the market and sold in the first half of the 2024/25 financial year are shown in the following table.

*Source: JLL Research

Sold CIP Developments in 2024-2025	Total private sale homes	Homes For Sale	Homes Under Offer	Homes Exchanged	Total homes sold in H1 2024-2025
Holly Lodge	11	0	0	0	1
Maitland Park	67	0	0	0	7
Current CIP Development in 2024-2025					
Agar Grove (Phase 1c)	55	34	5	1	15
Forthcoming CIP Development in 2025-2026					
Abbey/Belsize Road (Final Phase 3)	93	93	0	0	0
Total		127	5	1	23



2024 construction market update

2024 has been a challenging year for the construction industry. High interest rates, volatility in material prices and an uncertain economic outlook weighed heavily on the market. 2024 has seen the first Bank of England (BOE) interest rate reduction in over four years. The BOE base rate steadily increased from 0.1% in December 2021 to 5.25% in August 2023. Rates were held at that level until August 2024 when a reduction of 0.25 points was announced, followed by a further 0.25 point reduction in November 2024. Such an increase in interest rates has meant that borrowing costs have increased dramatically which in turn has severely challenged CIP's ability to finance projects.

Over the last few years construction inflation has soared but 2024 has seen a return to levels of inflation seen before 2022. The prospect of lower BOE base rates and lower borrowing costs are likely to translate into build cost inflation rate in line with long term averages. Nevertheless, with build costs over 40% higher than in 2020, there

remains significant pressures on budgets. Material costs are highly sensitive to geopolitics and with the current conflicts there remains a risk for further volatility in energy prices. The implementation of the Building Safety Act 2022 has also brought many changes to the construction industry which will significantly impact CIP.

Despite the uncertainty in the market and the risks outlined, CIP has been able to continue delivering through tight cost controls and robust governance. The new Labour Government elected in July 2024 has identified housing delivery as one of their key priorities. Changes to the existing affordable homes programme have already been introduced by the Greater London Authority in response, including the extension of the completion deadline for projects under this programme by 2 years to March 2030 and the introduction of additional flexibilities for deployment of funding for intermediate rent homes.

Looking ahead

BUILDING REGULATOR CHANGES

The Building Safety Act 2022 (BSA) has brought significant changes to the construction industry. While BSA received Royal Assent in April 2022, the secondary legislation and guidance that accompanies it has been published intermittently.

The BSA brought significant changes to the way 'higher-risk buildings' (HRB), those that are 18m or higher or have 7 floors or more, are built and managed. From CIP's perspective, there are significant implications to the way contracts are procured and managed as the Council needs to ensure that the risk profile is shared appropriately between contractors and the Council. The changes brought by the BSA are impacting the construction industry as a whole, and there has been a marked slowdown in project starts. CIP and the rest of the Council are working together to ensure the changes required are implemented in a timely manner to ensure no delays to project starts. Some of the key actions the programme is taking in coordination with the rest of the Council are set out below.

Building Safety Regulator (BSR) and Gateways

The Health and Safety Executive (HSE) has set up the BSR to oversee HRBs in England and since October 2023 the BSR has become the Building Control Authority for HRBs. The BSR oversees a 'Gateway' process which assesses applications for new HRBs following three gateways:

Gateway 1 - Land use planning matters related to fire safety

This gateway requires a fire statement to be submitted as part of the planning application.

Gateway 2 - Building control approval for HRBs

Through this gateway detailed designs and building safety

risk management will be assessed by the BSR to ensure they are adequate before construction begins. Construction cannot commence until BSR is satisfied that the design meets the functional requirements of the building regulations.

Gateway 3 - Completion certificates

Through this gateway the client submits an application for a completion certificate, providing evidence that the building has been constructed according to the approved plans. The Principal Contractor is also required to hand over the 'golden thread' of building and operational information. Occupancy of the building is only lawful once the completion certificate has been issued.

In addition to the gateway process, there is a requirement to comply with a mandatory occurrence reporting (MOR) system and change control (CC) process which may require BSR approval of changes. These processes also require the management and storage of the HRB information consistently and digitally following the 'golden thread' approach.

New roles and definitions

The BSA 2022 has introduced new roles, including Principal Accountable Person, Accountable Person, Client, Building Regulations Principal Designer, Building Regulations Principal Contractor, Building Inspector and Building Safety Manager (Camden). The Act has also introduced competency requirements, requiring the client/employer to sign a competence declaration demonstrating that any person carrying out any building work or any design work must have the skills, knowledge, experience and behaviours to carry out the functions under the building regulations.

CIP Response

CIP, in coordination with other Council capital teams, is in the process of amending the CIP Employer's Requirements (ERs), Design Guide, Development Procedures Manual (DPM) and set of Construction Contracts. To ensure that these changes are captured adequately and to ensure the competency sign off is being done correctly, the Council is also seeking external advice to ensure full compliance and to minimise the risk of delays to CIP projects.

THE FUTURE OF CIP

The 2024 CIP Annual Report highlights our continued efforts to deliver high-quality, affordable homes and community spaces that transform the lives of Camden residents. Despite the challenges facing the housing and construction sectors, we have remained committed to creating homes that are not only affordable but also safe, sustainable, and designed to meet the diverse needs of our communities. We have a strong pipeline of schemes planned and are working with partners to deliver on the full CIP ambition, including working with Government to set up and deliver additional homes through the Euston Housing Delivery Group.

I know first hand the difference that good housing can make because I have lived it. Having moved from old Council housing into a new home delivered through the CIP, I have experienced just how transformative this programme can be. The shift from damp, cramped conditions to a warm, well-designed space is more than just a physical move—it's life-changing. It means better health, lower energy costs, and a real sense of stability and dignity. This is why our work through the CIP is so important. We are not just building homes; we are creating opportunities for people to thrive and to lead a healthier and safer life.

Looking ahead, I want to reassure our communities that we remain determined to push forward, despite financial and logistical challenges. With a strong pipeline of projects, continued partnerships, and the unwavering support of our residents, we will keep delivering on our promise to provide genuinely affordable homes and vibrant community spaces.

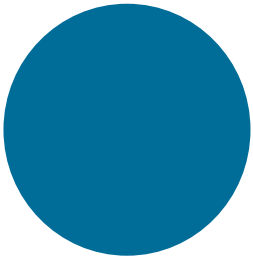
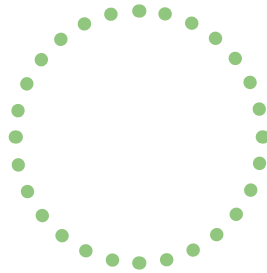
Thank you to everyone who has contributed to making this year's progress possible. Your engagement, feedback, and collaboration are what drive the success of the CIP. Together, we are building a Camden where everyone has a place to call home, and a brighter future to look forward to.



Councillor Nasrine Djemai

Cabinet Member for New Homes
and Community Investment





THANK YOU FOR READING!



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