

Camden Local Strategic Partnership

Meeting	5 December 2008
Report Title	Camden's Community Strategy: Camden Together 2007-2012
Report by	Progress report on "Working together to manage a growing population" sub-theme Philip Colligan Deputy Director, Housing and Adult Social Care, London Borough of Camden tel. 020 7974 6103, e-mail Philip.Colligan@camden.gov.uk
Purpose	This is the latest in a series of reports looking at how we are delivering the commitments in the community strategy <i>Camden Together 2007-2012</i> .
Recommendations	The LSP is asked to note and comment on the report.

1 Introduction

- 1.1 Camden is widely regarded as a desirable place to live. It is an emblematic, vibrant part of London that has global reach. Its various residential areas and neighbourhoods boast distinctive characteristics, many of which are of architectural or historical importance.
- 1.2 However, Camden's attractiveness as a place to live also poses significant challenges for the borough. Camden's resident population is projected to increase by 10% between 2006 and 2016, which will have a major impact on the local housing market and increase pressure on the borough's social infrastructure and public services. In the consultation on *Camden Together* (Community Strategy), local people told us that they recognised the need for new development to meet housing needs, but that they also had concerns about the impact of developments on local communities, services and facilities and the environment.
- 1.3 Recognising these challenges, the LSP identified "working together to manage a growing population" as one of the themes of the Community Strategy. The goal articulated in the strategy is to manage growth so that it works positively for Camden.
- 1.4 To deliver on this goal, the Community Strategy outlines four specific commitments to:
 - Work to meet housing challenges in the borough for all types of housing in terms of supply, affordability and mix of sizes, including through planning policies in the council's forthcoming Local Development Framework;
 - Ensure all developments are high quality, sustainable and sensitively designed, with an appropriate mix of uses, and supported by social and economic infrastructure including employment, health centres, leisure, retail, community and education facilities and waste disposal;

- Work with tenants to raise the standard of social housing across the borough and regenerate individual estates; and
- Establish a Council-led partnership with Registered Social Landlords (RSLs) and other housing players to jointly tackle housing supply and related issues such as community safety and energy efficiency.

1.5 The Community Strategy explicitly recognised the importance of good quality homes and housing services for all aspects of a person’s well-being, including health, education and employment. These wide-reaching commitments make it clear that meeting housing challenges is not just about ‘bricks and mortar’, but about people’s homes and communities, and the social infrastructure that supports them. LSP partners and others responsible for the borough’s housing provision make a significant contribution to many of the ambitions set out in the Community Strategy.

1.6 Place shaping is also crucial to the success of this goal. In Camden, place shaping is about bringing strategies, investment and partners together to meet the aspirations of current and future populations for sustainable communities. It is an approach which seeks to ensure that the tensions and opportunities inherent in the development of ‘place’ are properly managed according to resources, needs and local concerns.

1.7 Place shaping principles are embedded throughout Camden’s emerging Local Development Framework (LDF), which goes beyond traditional land use planning to consider other social and economic factors that make places attractive and sustainable. The LDF is discussed in more detail in sections 2 and 3 below.

1.8 There are currently three indicators in the local area agreement relating to this part of the Community Strategy. These are set out in the table below:

Indicator	Targets				Partners
	Baseline (2007-08)	2008-09	2009-10	2010-11	
NI 154: Net additional homes provided	541	597	597	597	LB Camden (Lead), Greater London Authority, Governemnt Office for London, Developers, Landowners
NI 141: Percentage of vulnerable people achieving independent living	68%	73%	76%	78%	LB Camden (Lead), Camden Primary Care Trust, London Probation, various Voluntary and Community Sector organisations
Local B: Reducing the impact of overcrowding	600	8%	8.5%	9%	LB Camden (Lead), Camden Primary Care Trust/Mental Health Foundation Trust, JobCentre Plus, Camden Working, Registered Social Landlords

1.9 In addition, the council has agreed with the Government Office for London to add the performance indicator on Decent Homes, which will happen as part of the LAA annual refresh process for 2009. The council already has a robust strategy for delivering this commitment.

1.10 This report aims to capture the good progress that the LSP partners are making towards achieving the Community Strategy goal of managing growth positively. As well as the progress made, the report sets out the main activities to 2012 and over the longer term, particularly in relation to the work to develop the LDF, which will set out Camden's long-term planning strategy for the period covering 2010-2025.

1.11 The report also highlights some of the main risks to the achievement of these commitments, particularly in terms of the global credit crunch and recession. We don't yet know what the full impact will be, but the council and its LSP partners are monitoring the risks closely, including:

- Service demand pressures in terms of housing and support services for vulnerable groups - For instance, voluntary and community sector (VCS) partners have expressed concern that these difficult financial times will have specific impacts on vulnerable groups, including in the area of homelessness, mental health and family breakdown, which will add pressure to already over-stretched services.
- Land and property values – Decreases in land and property values would impact on a number of investment programmes that rely on releasing value from public assets. For example, the council's *Investing in Camden's homes* strategy which aims to generate £110m of investment capital by disposing of homes in need of substantial repair.
- Housing market difficulties and development slow down – RSLs face particular risks at the moment, given the current model of affordable housing delivery which largely relies on sales to subsidise social housing. RSLs have reported some difficulties in terms of the sale of shared and low cost ownership units. The holding costs of empty units mean that RSL budgets are increasingly tight, which reduces the scope for added value services and appetite for risk-taking on new developments.

Also, there is anecdotal evidence that the riskier economic environment is leading to development projects being delayed, which could slow down build rate and housing delivery targets.

Housing market pressures as evidenced by actual or threatened repossessions will also be monitored to determine whether homeowners are struggling and what the flow-on impacts are for issues such as private rental availability.

1.12 The wider credit crisis will undoubtedly impact on the availability of capital for regeneration and major investment schemes. The launch of the Homes and Communities Agency in December 2008 is an important development and Council officers are already working with the London

team on what opportunities might be available for Camden. The council has also been working with the Greater London Authority, particularly in relation to the Mayor's Targeted Funding Stream and affordable housing targets and the recently released draft Mayor's Housing Strategy, which will influence how Camden meets housing and development challenges during these tougher times.

- 1.13 The credit crunch seminar in January 2009 provides an opportunity for the LSP to consider the effects of the economic downturn for the work of the council and its partners, as well as potential strategies that can be put in place to mitigate changing risks.

2 Working to meet housing challenges in the borough for all types of housing

- 2.1 There is a serious need for all types of housing across the borough. The Housing Needs Survey Update 2008 estimates that 12.7% of the borough's households are in unsuitable housing and the annual demand for affordable housing outstrips new housing supply by about eight-fold.
- 2.2 For this reason, housing will continue to be regarded as a priority land use in Camden's forthcoming LDF, an approach carried through from the 2006 Unitary Development Plan (UDP). The target for additional homes in Camden under the Mayor's London Plan for 2007-2017 is 5950 dwellings, which works out at an annualised figure of 597 homes per year over 10 years. This figure is reflected in Camden's LAA targets.
- 2.3 In 2007-08, 541 additional new homes (91% of target) were delivered in Camden with vital assistance from partners, particularly from the RSL and private developer sector. Camden's Annual Monitoring Report for 2006-07 predicts that housing supply will come close to target for each of the years covered by the Community Strategy. This forecast is based on the potential development and permitted housing sites identified in the UDP and past trends in sites coming forward.
- 2.4 In terms of affordable housing targets, Camden's emerging LDF also proposes to mirror the 50% target of affordable homes in all new housing developments set out in the 2006 UDP. This is consistent with the London Plan's strategic target of 50% across London, which the new Mayor has proposed to revise under his draft Housing Strategy. In 2007-08, 286 affordable housing units were delivered, which came close to target (48%).
- 2.5 While the housing market impacts of the current economic downturn are still largely speculative, the LSP can be fairly confident that housing delivery targets for the remaining period of the Community Strategy period are likely to be met.
- 2.6 In part, this is because the borough's largest source of future homes – Argent's redevelopment of King's Cross - is progressing. This is expected to deliver approximately 1900 homes and up to 650 units of

student housing over the next 10 years. Of these, around 400 homes are expected to be delivered by the end of Phase 1 (2012-13).

- 2.7 The council's discussions with developers and landowners of large sites indicate that a sufficient pipeline of housing can be maintained to meet commitments in the Community Strategy. To give some context, there are currently around 2000 housing units under construction in Camden, which are expected to be completed, ensuring that housing targets over the next three years at the very least are met. Together with the availability of public subsidy in the form of Homes & Communities Agency funding, it is likely that affordable housing targets will be met over this period as well. Obviously, the council and its partners will need to continuously monitor the impact of the financial crisis on the deliverability of Camden's new homes targets.
- 2.8 We have always maintained that the council and its partners can not simply 'build' their way out of the housing shortfall. Numerous factors including scarcity of undeveloped land in Camden and national demographic trends showing an increasing number of households make it such that for the foreseeable future, demand will always exceed supply.
- 2.9 As a result, multiple strategies for making the best use out of housing stock within the borough are crucial to addressing issues of housing supply. In keeping with the aims in the Community Strategy a number of initiatives are supporting residents and property owners play their part, including:
- bringing empty properties back in use – The council works with private landlords to provide them with good quality and up-to-date advice and information on how to bring their empty properties back in use. In 2007-08, 226 empty dwellings were returned to occupation, which has resulted in more homes across the borough. The target for 2008-09 is 245 properties;
 - down-sizing – The council has recently enhanced the package of financial incentives and flexible help available to under occupiers. Since July 2008, when this fund was introduced, 26 moves from family sized homes have been facilitated. This has freed up larger sized dwellings for which waiting lists are the longest. The yearly target will be 130; and
 - being open-minded about housing outside the borough – Older residents in larger homes can use available schemes (eg. Anchor, Seaside or Country Homes) to access suitable accommodation outside the borough. On average, there is one move per month. The council is also working closely with London Councils on a new scheme, which would forge links with social landlords outside of London to give priority to Camden residents who would like to move out of London.

Housing and well-being – vulnerable groups

- 2.10 The Community Strategy's vision of Camden as a borough of opportunity for all will only be realised if the borough's most vulnerable

residents are supported to realise their potential. Preventing homelessness and improving housing opportunities and the well-being of vulnerable groups is a vital part of this.

- 2.11 Enabling access to alternative housing options contributes to reducing the number of homeless households in temporary accommodation in Camden. In 2007-08, the council worked closely with the private sector under its Private Renting Scheme to help 349 households take up housing in that sector. This included people who had no alternative accommodation or were at risk of homelessness. The council hopes to maintain these levels up to 2012. However, current economic conditions could reduce the availability of private rental, as more properties are subject to mortgage repossessions and fewer property owners enter the 'buy to let' sector. Market conditions will need to be monitored and appropriate incentive packages may need to be developed where necessary to encourage landlords to participate in this scheme.
- 2.12 Ensuring housing provision occurs in a co-ordinated way that is properly linked to housing-related support services is also another key aspect to tackling homelessness. The council's framework for joining-up housing and support for homeless people has been reconfigured within the Supporting People programme through the Pathways approach. The Pathways approach has, at its core, promoting personal responsibility and independence as the key to achieving well-being.
- 2.13 Supporting vulnerable people to achieve independent living is included as a target in Camden's LAA (NI 141). The lead partnership responsible for delivering against this LAA target is the Supporting People Commissioning Body.
- 2.14 Without partnership contributions from the statutory, VCS and RSL sector, the Supporting People/Pathways approach would not be possible. In 2007-08, 54 different organisations were contracted to provide 199 Supporting People services to over 7,000 residents, with the overriding goal of helping vulnerable residents address the multiple issues that prevent them from accessing and retaining secure housing.
- 2.15 This can mean, for example, helping clients tackle drug or alcohol dependency, gain access to training or education or meet mental health needs. For example, last year the Albert Street Assessment Centre run by Central and Cecil Housing Trust assisted 49 young people with short-term housing and support plans covering life-skills and training, with 86% of those leaving moving to more independent accommodation.
- 2.16 Building on the success of the Pathways approach, the council was recently awarded £350,000 of 'trailblazer' funding to develop an enhanced housing options and advice service. This service will explicitly marry housing advice with employment advice to help council and RSL tenants improve their mobility and life chances. RSL are key partners in this area, helping their residents access training and employment opportunities. Origin Housing Group, Genesis Housing Group and

Circle Anglia are among those who are active in providing employment initiatives as part of their community development activities in Camden.

- 2.17 The homeless Hostels Pathway, launched in April 2007, is also helping to embed a culture of recovery that is supporting vulnerable residents to move to independent living. A number of Camden's RSLs have been active in this space. For example, St Mungo's Endell Street hostel, which opened in April 2008, breaks down the institutionalised elements of hostel living by providing residents a range of employment, training and social enterprise activities.
- 2.18 Over the past year, progress has also been made towards implementing Camden's *Long Term Care and Support Strategy*. The strategy aims to provide the borough's older residents and those requiring long-term care with improved accommodation choices that maximise opportunities for their rehabilitation and independence. Camden's first extra care units – Mora Burnett House developed by Origin Housing Group – opened in June 2007. These set a new standard of care and support for older people, featuring good design and 24-hour support on hand. These 35 units are part of the first tranche in fulfilling the council's commitment to deliver up to 185 units of extra care sheltered. The remainder of these units are expected to be delivered during the latter part of the Community Strategy period.

Housing and well-being – reducing the impacts of overcrowding

- 2.19 Overcrowding is a significant issue in Camden, with nearly 3000 overcrowded households on the council's register. Reducing the impacts of overcrowding is a priority, which is reflected in Camden's LAA (Local Indicator B).
- 2.20 The Pathways for All Steering Group is currently leading the work to deliver this LAA target. The approach in Camden has been to tackle overcrowding as a set of well-being issues. This means tenants are encouraged to look not only at their current housing options, but also at the broader aspirations they have for themselves and their families over the longer term.
- 2.21 With funds from the government, the council launched an innovative Overcrowding Team in October 2007 to offer tenants a range of tailored interventions. These include practical adaptations to help families make use of limited space, engaging tenants in alternative housing options and providing referrals to other services to enhance well-being including ways to improve basic life skills and get a job. So far, the team has assisted more than 300 council tenants, with 107 households engaged in alternative housing options, 67 homes identified for property improvements and 14 tenants referred to education, training and employment agencies. The latter allows tenants to pursue opportunities outside the home and get on with improving their life chances.

2.22 Discussions are also underway with RSLs to explore how this innovative approach to tackling overcrowding could be applied across all social housing in the borough.

3 Ensuring all developments are high quality, sustainable and sensitively designed, and supported by social and economic infrastructure

3.1 In order to meet the demands of the borough's growing population, development must occur in a sustainable manner that aligns with social and economic infrastructure needs. Specific areas of focus have included the development of the LDF, creating sustainable communities with adequate local facilities and ensuring that Camden's schools infrastructure help to provide the best start for young people.

LDF

3.2 The forthcoming LDF will set out the long-term strategy and vision for where homes, jobs and infrastructure will be located and how Camden will become more sustainable. It will ensure that Camden adopts a place shaping approach to planning and land use, which links physical aspects of development to social and economic issues and brings together public and private investment and opportunities.

3.3 Given the LDF's significance for the future of the borough's look and feel, stakeholders and partners have been consulted extensively over the past year. To date, 113 organisations and individuals have made written submissions on the LDF Core Strategy issues and options. Meetings have also been held with strategic partners, infrastructure and service providers (eg. Camden Primary Care Trust (PCT), Fire Brigade, Police) to ensure that the LDF reflects their programmes and priorities and their role in the delivery of the borough's planning vision. The LSP has previously discussed the LDF at its meeting in March 2007 and more recently, in October 2008.

3.4 The private developer sector is also actively engaged in the process of preparing Camden's LDF. In particular, the sector is providing input into the Site Allocations Development Plan, which will set out the council's proposals for significant land and buildings sites that are likely to be subject to development proposals during the LDF's lifetime (2010-2025). These allocations are intended to assist in delivering the development and infrastructure priorities for the borough.

3.5 Looking forward, additional work is being commissioned to gather further evidence from LSP partners and others on infrastructure needs and planning in the borough to coincide with the LDF's timescales. This will pave the way for the production of a strategic infrastructure plan and introduction of the Community Infrastructure Levy, which will help to support place shaping objectives by generating resources to fund the infrastructure needed to support economic and housing growth in the borough (such as public transport, hospitals, schools, parks and other facilities).

Adequate local facilities

- 3.6 The council and its partners are strongly committed to ensuring that development and growth in the borough is matched by adequate local facilities and resources that meet the needs of residents.
- 3.7 For example, in recognition of the clear links between planning and health, a Planning and Health Issues Group has been set up, attended by representatives from the council's planning division and Camden's PCT. This group is considering the implications of future population growth for the development of PCT's new Estates Strategy, which is continuing the programme of providing integrated health care centres across the borough.
- 3.8 Joint work is also underway to look at planning and sustainability issues in terms of how Camden deals with its waste in the face of future demands of a growing population. A North London Waste Plan is being developed with six other boroughs, as part of the LDF process, which recognises that Camden cannot deal with its waste challenges in isolation. This Plan will identify and safeguard sufficient sites to deal with the area's waste until 2020 and recommend a range of sustainable approaches to managing waste. The Plan is expected to be adopted in late 2010.
- 3.9 Camden's Business Improvement Districts (BID) are also continually looking at ways to regenerate their BID areas to add diversity and mix and respond to the expected growth of the local resident, business and visitor populations. For example, Inholborn are currently working with architects, project managers and travel planners to develop a vision for managing growth sustainably and successfully in the Holborn area over the next 5-10 years.

Schools infrastructure

- 3.10 Young people under 19 are an important demographic who make up a large proportion of Camden's population (21%). Sufficient education infrastructure must be in place to give them the best possible start to life. Camden's schools are experiencing increased pressures to provide new and improved facilities and the council's *Primary Strategy for Change* (for primary education) and *Building Schools for the Future* (for secondary education) initiatives are central to transforming learning for the children and young people in the borough.
- 3.11 Both these strategies were developed over the past year and recently approved by the Department of Children, Schools and Families. The procurement period for the BSF initiatives is expected to end in March 2010, with contract signed by Summer 2010, which means that the benefits will begin to be realised towards the end of the Community Strategy period.

- 3.12 The *Building Schools for the Future* (BSF) proposals seek to extend learning beyond the traditional classroom model. The vision is that state of the art ICT infrastructure will enable Camden's schools to operate as a Campus for Learning where all learners and teachers will have access to learning resources anywhere and anytime.
- 3.13 The BSF programme will also help to meet other infrastructure needs, including through proposals for new sports facilities that will be accessible to the wider community. This is an important contribution, as the Camden Open Space Study 2008 found that there is currently a shortfall of indoor sports facilities within the borough.

4 Working with tenants to raise the standard of social housing and regenerate individual estates

- 4.1 Camden hasn't benefited from the direct investment in council homes that other areas have enjoyed. Without investment, 70% of the council's 24,000 tenanted homes would not meet the decent homes standard by 2010. In December 2007, after an extensive consultation, the council's Executive approved the *Investing in Camden's Homes* strategy. This sets out plans to invest £413m in bringing all of council homes up to the decent homes standard and making improvements to shared facilities like lifts and heating systems.
- 4.2 The strategy aims to deliver the necessary investment without direct government funding by prioritising capital resources on a targeted programme, disposing of empty homes in need of substantial investment and working with communities to develop proposals for estate regeneration that raise investment capital and attract external funding. The council is making good progress on all parts of the strategy and we are monitoring the risks closely.
- 4.3 Two partnering contractors – Apollo and Lakehouse – have been appointed to deliver the five-year investment programme. The first schemes were approved in March 2008 and works to the first 200 homes started on site in October 2008. This year, the aim is to make improvements to up to 2,431 tenants' homes.
- 4.4 The programme to raise £110 million through the sale of (up to 500) empty properties is making good progress despite concerns about the housing market. All of the properties sold are in need of substantial repair and many of those sold in the first year had been empty for some time. Since the programme started, we have raised £14.5m from the sale of 31 empty units (20 properties), which will fund improvements to over 1,500 homes. While the disposals programme has performed well, the council will continue to monitor the market conditions and explore other ways to generate capital funds within the framework of the investment strategy. For example, through a programme of structured area reviews, the council is looking for small sites of under-utilised council land in the borough that could be released to generate investment capital.

- 4.5 The third element of the investment strategy is to work with local communities to develop proposals to regenerate the estates in greatest need of investment. The aim is that these schemes will address £100m of the need identified in the investment strategy, but that the schemes will go well beyond the requirement of the decent homes standard and apply place-shaping principles to create more sustainable communities, with substantial investment in the physical and social infrastructure.
- 4.6 Estate regeneration is in many ways the most challenging aspect of the investment strategy, but it also presents the biggest opportunities for realising the Community Strategy's vision for Camden. The council is currently working with residents on four estates: Maiden Lane, Holly Lodge, Alexander & Ainsworth and Chester Balmore, each of which presents unique challenges and opportunities. We are taking time to develop regeneration options that command local support through a collaborative and deliberative process, which is already building consensus and enthusiasm around development opportunities on at least two of the sites.
- 4.7 In the private sector, the council has been working with property owners to remedy a range of issues that makes housing in that sector non-decent including through the use of grants, equity release and where appropriate, enforcement action. Information handling processes have also been improved in the past year, which has provided more accurate intelligence on the number of households who are in non-decent homes in Camden. Since July 2008, a clear reporting system has been in place to assess the number of homes that have been brought up to the Decent Homes Standard in the private sector. This included 75 households over the period from July 2008 to October 2008.
- 4.8 Over 90% of housing association homes in Camden meet the government's decent homes standard, which exceeds the national average, and several RSLs have no homes that fail to meet the standard. There are a few RSLs that have had to make some disposals of smaller units to fund their improvement programmes, which the council has supported.

5 Establish a Council-led partnership with Registered Social Landlords to jointly tackle housing supply and related issues

- 5.1 Over the past year, the council has strengthened its partnership with a number of Camden's key housing players, particularly RSLs. At a strategic level, quarterly breakfast meetings between the Executive Member for Homes and Housing Strategy and the chief executives of Camden's six biggest RSLs have been held to discuss head-line issues such as worklessness and the credit crunch. In addition, there are quarterly meetings with the six RSL development partners to discuss issues ranging from planning matters to affordability and low cost home ownership. This group is monitoring the ongoing impact of the economic downturn on RSL-led housing developments, as well as private developments where RSLs are acting as social housing providers.

- 5.2 At a more operational level, themed meetings also take place quarterly between council officers and staff from different Housing Association providers. These meetings cover practical issues such as housing allocations, community safety and overcrowding.
- 5.3 A networking event was held in October 2008 to launch the Housing Association Annual Review 2007/08 and specifically to improve connections and networks between RSLs and elected councillors.
- 5.4 There are also a number of council-led partnerships that work across various statutory, VCS and private agencies to help tackle a range of housing related issues. Camden's Warmth for All scheme, which was developed with local partners, to provide a holistic solution to fuel poverty is a prime example. Central to the scheme is a telephone helpline that among other things, provides households with energy saving tips and assists with eligibility checks for heating and insulation grants. Over the past year, 526 calls were made and 183 grants were awarded for heating and insulation works.
- 5.5 The Warmth for All partnership also supports the WISH (Warmth, Income, Safety and Health) Plus referral scheme. This is a multi-agency partnership between the council, Camden PCT and other statutory and VCS agencies such as London Fire Brigade, the Police, Age Concern and Disability in Camden. Using funding from the PCT, an enhanced service was launched in November 2008 that will offer packages of support and co-ordinate referrals to increase the provision of health and safety and security measures in the home. During 2007-08, 475 people were referred into WISH and 713 outgoing referrals to support services were made. The enhanced scheme will see levels of referrals increase significantly, with a target of 800 inward and 1865 outward referrals during the first year.
- 5.6 A significant amount of partnership work between the council and RSLs is also underway to ensure that people feel safe in their homes and in the vicinity of their homes. Since May 2008, a dedicated Anti-Social Behaviour (ASB) Private Tenure officer has been employed by the council to act as the key point of contact for all ASB cases in non-council managed housing. So far, joint action planning meetings have taken place with RSLs in relation to housing estates where ASB issues have been identified. Recently, a covert CCTV operation was conducted on an estate managed by four RSLs, which led to arrests and other enforcement activity.
- 5.7 Partnership working around housing issues in Camden is strong and has been improved over the past year, but it is still a work in progress and all partners recognize that there is more to do. Over the coming months, the aim is to strengthen the contribution that housing partners make to the work of other strategic partnerships in the borough, for example on community safety or economic development. The LSP will also need to assess whether the changes in housing market demand a different approach to partnership working in future.

6 Conclusion

- 6.1 Based on the progress to date and activities planned, we are on track to meet the goal set out in the Community Strategy to manage growth positively, but LSP members need to understand that this element of the strategy is particularly prone to risk from the changes to the economy and housing market nationally. The strategies and plans that aim to deliver this element of the community strategy are robust and there are no current indications that our strategies are fundamentally unsound. However we need to keep the position under constant review and to put options and plans in place to mitigate changing risks.
- 6.2 Work under this theme needs to be strongly guided by the place-shaping principles that are set out in this report and which form the basis of the community strategy. The LSP has a critical role here, ensuring that the vision of Camden as a borough of opportunity is translated into meaningful plans for specific places that combine the activities of different partners to address local challenges and ensure that opportunities are open to all.

7 Key documents

- Shaping Camden, Camden's Local Development Framework: Core Strategy Preferred Approach (under consultation)
- Local Area Agreement Delivery Plans for NI 154 and Local B
- Camden's Housing Strategy 2005-2010: A key contribution to the borough of opportunity (2007 Update)
- Housing Association Annual Review (2007/08)