

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<p><b>REPORT TITLE</b></p> <p>Report and Recommendations of the Camden Housing Delivery Taskforce (SC/2026/20)</p>	
<p><b>REPORT OF</b></p> <p>Cabinet Member for New Homes and Community Investment</p>	
<p><b>FOR SUBMISSION TO</b></p> <p>Cabinet</p>	<p><b>DATE</b></p> <p>25 February 2026</p>
<p><b>STRATEGIC CONTEXT</b></p> <p>We Make Camden is our joint vision for the borough, developed in partnership with our community. One of its core ambitions is <b>that everyone in Camden should have a place they call home</b>, and that communities are able to live well, age well and thrive. Tackling the housing crisis is fundamental to delivering on this ambition, as housing affordability, quality and security underpin health, economic opportunity, community cohesion and long-term wellbeing.</p> <p>The Way We Work is the Council’s response to We Make Camden. Camden’s Housing Delivery Taskforce supports <i>We Make Camden</i> by providing a structured, evidence-led forum to examine how Camden delivers housing, who benefits from current approaches, and what more can be done to respond to changing needs and pressures. The Taskforce’s recommendations focus on improving housing outcomes for residents, strengthening partnership working, making better use of existing stock, and influencing system-wide change beyond the Council’s direct control.</p> <p><i>The Way We Work</i> sets out how the Council delivers for residents through collaboration, evidence-led decision making, and shared ownership with communities and partners. The Taskforce reflects this approach by bringing together external experts, delivery partners and resident-facing organisations, and residents to challenge existing practice and co-develop practical, resident-centred recommendations. Its work aligns with the Council’s commitment to openness, learning and continuous improvement.</p>	
<p><b>SUMMARY OF REPORT</b></p> <p>This report provides an overview of the Housing Delivery Taskforce, its purpose, the context it was established in, and the final recommendations agreed by the Taskforce.</p>	

The report is coming to Cabinet because the Taskforce has now concluded its work and produced a final set of recommendations. The report seeks Cabinet agreement to note the recommendations.

### **Local Government Act 1972 – Access to Information**

No documents that require listing were used in the preparation of this report.

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### **RECOMMENDATIONS**

That Cabinet:

1. Note the recommendations agreed by Camden's Housing Delivery Taskforce set out in **Appendix 1**.
2. Delegate authority to the Executive Director of Investment, Place and Opportunity to consider the recommendations and develop an action plan for delivery.

**Signed: David Burns, Executive Director of Investment Place and Opportunity**



**Date: 13 February 2026**

## 1. CONTEXT AND BACKGROUND

- 1.1. Camden continues to face acute housing pressures driven by high housing costs, limited supply and rising homelessness. While the borough remains a place of opportunity and growth, too many residents are struggling to find homes that are affordable, secure and suitable for their needs. Demand for social housing significantly exceeds supply, private rents remain among the highest in London and increasing numbers of households are living in temporary accommodation, placing pressure on residents and on public services.
- 1.2. At the same time, Camden has made sustained investment in housing delivery. Through the Community Investment Programme and Camden Living, the Council has delivered over 1,700 new homes to date, around 70% of which are affordable, and has committed to delivering 4,850 homes by the end of the current programme, including 1,800 social rent homes. These commitments sit within the Council's 2025-2030 Housing Investment Strategy, which sets out clear pledges to grow Council-owned housing, improve the quality and sustainability of homes, and actively manage and adapt housing stock to meet local needs.
- 1.3. Despite this progress, housing delivery has become increasingly challenging, not only in Camden but across London and the UK. Rising construction costs, viability pressures, funding constraints facing registered providers, slower private sector delivery and changes to building regulations have all affected delivery capacity. In addition, wider system pressures, including instability in the private rented sector and the growth of short-term lets, are reducing the availability of affordable homes and compounding affordability challenges for residents.
- 1.4. To respond to these challenges, in Autumn 2025 the Council established the Camden Housing Delivery Taskforce to provide challenge and informed advice on Camden's current and proposed approaches to housing delivery, and how housing interventions can have the greatest impact for residents.
- 1.5. The Taskforce was co-chaired by Dame Karen Buck, a former Labour parliamentarian and who represented Westminster North for 27 years, and Camden's Cabinet Member for New Homes and Community Investment. The Taskforce was also attended by the Cabinet Member for Better Homes and the Cabinet Member for Planning and a Sustainable Camden (Deputy Leader).
- 1.6. The Taskforce was asked to consider the housing crisis in its widest sense – including delivery of new homes, existing stock, affordability, the private rented sector and wider social and economic factors to make evidence-based recommendations for Cabinet consideration. Main responsibilities of the Taskforce were to:
  - Evaluate Camden's approach to housing delivery, allocation, and management. This includes reviewing the Council's existing strategies, the evidence base developed by the Council's appointed external consultants, and any materials provided for Taskforce meetings.

- Provide constructive challenge to the Council's housing approach, identifying opportunities to raise ambition and maximise the impact of interventions for residents.
  - Make evidence-based, actionable recommendations that enable Camden to accelerate and enhance the positive outcomes of its housing development strategy. This may include identifying best practices, setting strategic targets, exploring new delivery models, and recommending mechanisms for improved partnership working.
  - Consider the full spectrum of housing issues, including the private rented sector, existing housing stock, affordability, design, resident engagement, and supporting infrastructure.
  - Explore opportunities for Camden to collaborate with external partners, including government bodies, developers and the voluntary and community sector, to strengthen Camden's housing delivery ecosystem.
- 1.7. Terms of Reference for the Housing Delivery Taskforce can be found in Appendix 4.
- 1.8. The multidisciplinary Taskforce members include property professionals, developers, housing providers, voluntary and community sector organisations, academics and policy professionals, as well as representatives from the Council. Taskforce members included:
- Dame Karen Buck, former Labour parliamentarian for Westminster North (co-Chair alongside Councillor Nasrine Djemai, Cabinet Member for New Homes and Community Investment)
  - Amarjit Bains, Programme Director for Homelessness, Bridges Outcomes Partnerships
  - Pam Bhamra, Director of Resident Services, Origin Housing
  - Rob Beacroft, Lateral
  - Ben Rogers, Distinguished Policy Fellow, London School of Economics
  - Milli-Rose Rubin, Founder, CrossWord Lyric
  - Bek Seely, Chair of Euston Housing Delivery Group, Founder Place Partners
  - Stevan Tennant, Managing Director of Development, Ballymore Group
  - Gabriela Tocu, Head of Advice, Citizen's Advice Camden
- 1.9. The Housing Delivery Taskforce was supported by an independent research partner, Partnering Regeneration Development Ltd (PRD). The Council awarded the contract to PRD to develop a comprehensive evidence base that examined housing delivery and outcomes in Camden over the past decade, alongside future delivery scenarios to guide discussions across Taskforce sessions. The final report can be found in Appendix 2 (this is the final version of the text, but it will be designed and published on the Council's website).
- 1.10. The Taskforce convened over four sessions between October 2025 and January 2026. Across the first three sessions, the Taskforce received evidence from PRD and Council Officers (PRD evidence report is attached as Appendix 4), and were structured around the following questions:
- What homes should Camden build?
    - What homes should we build, in terms of size, location or design, now and in the future?
    - What should the tenure mix be, for now and for the future?

- What wider infrastructure should be prioritised to support new homes?
  - How should Camden build?
    - How can we accelerate and support the construction of genuinely affordable housing?
    - How can we creatively finance the construction of affordable housing?
    - Who should we develop strategic partnerships with? How should we work with partners?
  - How can we make the greatest impact for residents?
    - What other levers (other than delivery) should the council be considering to tackle the biggest housing challenges facing residents?
    - How should we work with residents to maximise the benefits of housing delivery for communities?
    - Who should new homes go to?
    - What should our priorities be for Camden's existing housing stock?
- 1.11. Discussions across the three sessions centred around how delivery can be accelerated and strengthened, how existing stock can be better used, and what wider system changes may be required beyond the Council's direct control.
- 1.12. These discussions led up to the Taskforce's final meeting in January 2026, where Taskforce members agreed a final set of recommendations to support housing delivery in Camden. The full list of recommendations is attached as Appendix 1. The recommendations are organised into four clusters:
- Deliver a broader mix of homes to meet the needs of our residents
  - Enhancing relationships with partners and residents to meet the housing challenge
  - Unlock more ways to bring new homes forward
- 1.13. Each cluster highlights whether recommendations are identified as immediate pressures and quick wins, medium term development and partnership work, and longer-term opportunities and system change. They also highlight key considerations and trade-offs to support informed decision-making as the recommendations are taken forward and turned into an action plan for implementation.

## **2. PROPOSAL AND REASONS**

- 2.1. The purpose of this report is to present the final set of recommendations and the final report agreed by the Housing Delivery Taskforce to Cabinet. The report seeks for Cabinet to note the recommendations and delegate authority to the Executive Director of Investment, Place, and Opportunity, with support from the Executive Director of Homes and Communities, to consider them for implementation. An action plan for delivery will be developed in Autumn 2026.
- 2.2. The recommendations were developed by the Housing Delivery Taskforce and were informed by the commissioned evidence base and structured discussions across the four Taskforce meetings. The report and the evidence report

prepared by PRD will be published alongside these recommendations and will provide transparency on the evidence underpinning them – both are attached as Appendix 2 and 3.

### **3. OPTIONS APPRAISAL**

- 3.1. Option 1: Do nothing. Under this option, the Council would choose not to note the recommendations or agree the proposed approach for implementing them. This option is not recommended as the evidence makes the extent of the challenge clear, as well as the need for innovative action to tackle the effects of the housing crisis in Camden. This option would limit the impact of the Taskforce's work and reduce clarity about how the evidence, insights and challenge it has generated should be taken forward. It would also risk weakening the link between the Taskforce's conclusions and the Council's wider housing ambitions and is therefore not recommended.
- 3.2. **Option 2: Note recommendations and approve the proposed approach to taking them forward (recommended).** Under this option, the Council would note the final set of recommendations and approve the delegation of authority to the Executive Director for Investment, Place and Opportunity to develop and deliver the action plan. This option would confirm the role of the recommendations in guiding the Council's future housing ambitions and strategic direction. The recommendations will be published alongside the separate reports prepared by PRD.

### **4. WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?**

- 4.1. A key risk is that, without Cabinet backing, the work of the Housing Delivery Taskforce may not translate into meaningful change. Noting the Taskforce's recommendations mitigates this risk by confirming their importance and role in guiding the Council's future housing ambitions and strategic direction.
- 4.2. There is a risk of raising expectations about the pace or scale of delivery before detailed feasibility, funding, and delivery considerations have been assessed. This will be mitigated through the approval of the approach to delegate authority to the Executive Director for Investment, Place and Opportunity to develop an action plan, that clearly sets out what is achievable, over what timescales, and within available resources.
- 4.3. The Taskforce approach itself helps to mitigate delivery risk by ensuring the recommendations are grounded in evidence, informed by resident views, and shaped by partners with practical delivery experience. This provides a strong foundation for the Council's response and subsequent implementation planning.

### **5. CONSULTATION/ENGAGEMENT**

- 5.1. Prior to going live with the Taskforce, there was engagement with the Cabinet Member for New Homes and Community Investment to review Camden's

approach to delivering housing. After a decade of Council-led development, it was felt it was necessary to assess the impact of the Council's approach and understand who has benefited from it. As part of this process, a roundtable was held with registered providers and developers to understand the challenge from their perspective. The Cabinet Member for Better Homes and the Cabinet Member for Planning and a Sustainable Camden (Deputy Leader) were also consulted on taking a holistic approach to addressing the housing crisis in its widest sense, as delivery of recommendations are a shared responsibility.

- 5.2. The Housing Delivery Taskforce is itself a structured engagement mechanism, bringing together a diverse group of stakeholders including housing providers, developers, voluntary and community sector organisations and policy experts. Its discussions, and therefore recommendations, have been informed by PRDs evidence base which includes qualitative engagement such as focus groups with residents. This ensured the discussion and development of recommendations focused on addressing residents' concerns and challenges. PRD focused on seven groups for their qualitative research and focus groups:
- Those living in hostel accommodation delivered through the Community Investment Programme
  - Those living in new developments delivered by the Community Investment Programme
  - Private tenants across the borough
  - Social renters across the borough
  - Young adults 18-25
  - Landlords
- 5.3. An Equalities Impact Assessment was completed as part of the procurement process and was submitted as an Appendix to the report that was submitted for a decision on the contract award. This Equalities Impact Assessment can be found at Appendix 5.
- 5.4. Further engagement will take place as part of the development of the Council's response to the final report.

## **6. LEGAL IMPLICATIONS**

- 6.1. Cabinet must have due regard to the public sector equality duty when making any decision. In summary these legal obligations require the Council, when exercising its functions, to have 'due regard' to the need to 1. Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; 2 to advance equality of opportunity between people who share a relevant protected characteristic and those who do not; 3. Foster good relations between people who share a relevant protected characteristic and those who do not (which involves tackling prejudice and promoting understanding). Under the Duty the relevant protected characteristics are Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation. In respect of the first aim only i.e. reducing discrimination, etc the protected characteristic of marriage and civil partnership is also relevant.

## **7. RESOURCE IMPLICATIONS**

- 7.1. The cost of the Camden Housing Delivery Taskforce was met from existing budgets. Decisions about whether and how to take forward the recommendations of the taskforce will be taken in the context of the Council's Medium Term Financial Strategy and in accordance with the Council's Financial Scheme of Delegation.

## **8. ENVIRONMENTAL IMPLICATIONS**

- 8.1 No environmental impacts at this stage, but full impact to be detailed when the Council responds to the recommendations and evidence report following publication in Spring 2026.

## **9. TIMETABLE FOR IMPLEMENTATION**

- 9.1. Following Cabinet consideration, the final Taskforce recommendations and the supporting evidence report will be published in spring 2026. The Executive Director for Investment, Place and Opportunity and the Executive Director for Homes and Communities will develop an action plan for the implementation of the recommendations in autumn 2026 that clearly sets out our approach to delivery in the immediate, medium and long term.
- 9.2. The Taskforce, along with the Cabinet Member for New Home and Community Investment, Cabinet Member for Better Homes, and the Cabinet Member for Planning and a Sustainable Camden and Deputy Leader will reconvene in a years' time to review the Council's progress against the recommendations.

## **10. APPENDICES**

Appendix 1 – Camden Housing Delivery Taskforce Recommendations.

Appendix 2 – Camden Housing Delivery Taskforce Report (final version of the text, but it will be designed and published on the Council's website).

Appendix 3 – PRD's Evidence Report.

Appendix 4 – Camden Housing Delivery Taskforce Terms of Reference.

Appendix 5 – Equalities Impact Assessment.

**REPORT ENDS**