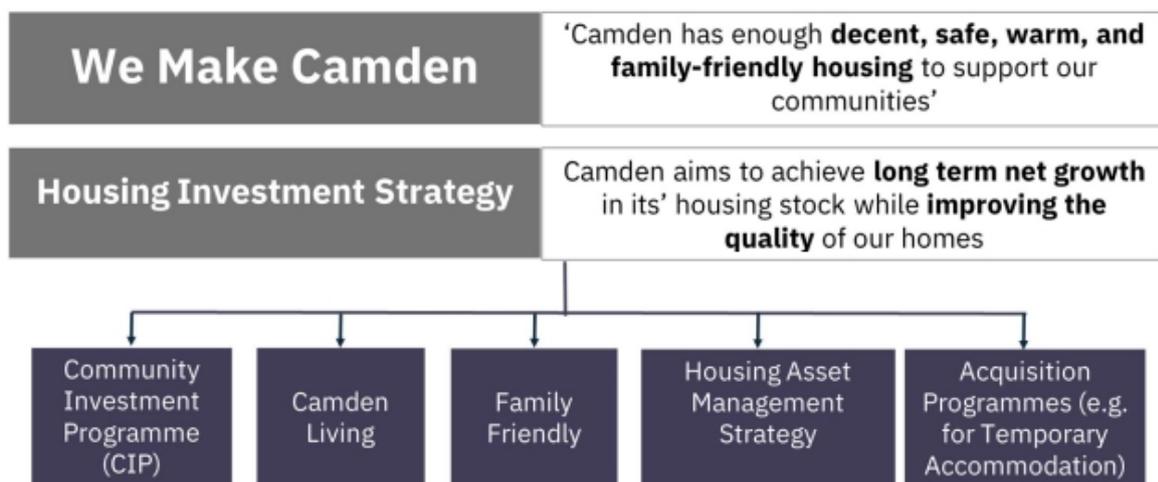


Camden Housing Delivery Task Force – Terms of Reference

a. Purpose

- The Council's 2025 – 2030 Housing Investment Strategy established a common set of Housing Pledges across the CIP Programme, Camden Living (the Council-owned company group set up to improve housing opportunities and provide genuinely affordable housing), various existing disposal and buyback programmes.
- This Taskforce will support Camden in tackling the housing crisis in its widest sense – not only through delivery of new homes, but also by considering the private rented sector, existing housing stock, affordability, and broader social and economic levers.

Housing Investment Strategy Structure:



- The Housing Investment Strategy sets out the following Housing Pledges which guide the detailed implementation of all housing programmes delivered by the Council:
 - Drive long term growth in Council owned housing
 - Improve the overall quality of the Council's homes, so they are modern, accessible, and energy efficient
 - Actively manage and adapt our housing stock to respond to local housing needs.
- In this Strategy, the Council intends to build 4,850 homes by the end of the current CIP Programme, including 1,800 social rent homes, as part of a total investment of £2.3bn in Camden's communities. Camden Living aims to grow its housing stock to up to 1,000 homes through the aspiration of acquiring 500 homes over the next five years.
- In addition to this across all tenures, Camden's draft local plan aims to deliver 11,550 new homes over the next 15 years.

- The Housing Delivery Taskforce will:
 - Inform the Council’s housing strategy and make recommendations for how housing interventions can make the greatest impact for residents, particularly those facing the worst effects of the housing crisis.
 - Provide challenge to the Council’s current and proposed approaches, identifying where ambition can be raised and how interventions can be maximised.
 - Make evidence-based, prioritised, and actionable recommendations to accelerate and sustain improvement in Camden’s housing offer, now and in the future.

- Responsibilities of the Housing Delivery Taskforce are 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.

b. Meeting Schedule

- The Housing Delivery Taskforce will meet monthly at Camden Town Hall, Judd Street, Kings Cross. Meetings will be supported by Camden Council Officers. Papers will be circulated at least one week before each meeting.
- Each session will be supported by evidence papers and presentations prepared by the Council’s appointed external consultants, Partnering Regeneration Development (PRD), who will attend meetings to share their findings and respond to questions.

Proposed sessions:

Date	Topic
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Thursday 16 October	<p>What homes should we build?</p> <ul style="list-style-type: none"> • 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?
Thursday 13 November	<p>How should we build?</p> <ul style="list-style-type: none"> • 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?
Thursday 18 December	<p>How can we make the greatest impact for residents?</p> <ul style="list-style-type: none"> • 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?
Thursday 22 January 2026	<p>Closing session: Developing final recommendations</p>

c. Membership and representation

- The Taskforce will be co-chaired by:
 - Dame Karen Buck, former Labour parliamentarian for Westminster North
 - Councillor Nasrine Djemai, Camden's Cabinet Member for New Homes and Community Investment
- Taskforce members are:
 - Amarjit Bains, Programme Director for homelessness, Bridges Outcomes Partnerships
 - Pam Bhamra, Director of Resident Services, Origin Housing

- Rob Beacroft, Co-Founder, Lateral London
- Ben Rogers, Distinguished Policy Fellow, LSE
- 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
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- The Taskforce will also be attended by:
 - Cllr Harrison, Camden Council Cabinet Member for Planning and a Sustainable Camden and Deputy Leader
 - Cllr Abdi-Wali, Camden Council Cabinet Member for Safer Homes
- Council Officers supporting the Taskforce are:
 - David Burns, Executive Director for Investment, Place and Opportunity
 - Neil Vokes, Director of Development
 - Daniel Pope, Director of Economy, Regeneration and Investment
 - Osian Jones, Director of Strategy
 - Elly Shepherd, Head of Housing Policy, Performance and Assurance
- Other representatives of Camden Council, including Council officers and Cabinet Portfolio Holders will attend when required to provide evidence and support the Commission's discussions.
- Additional external experts may also be invited to discrete sessions to ensure the right expertise and knowledge is available to support discussions.

d. Public access

- Commission meetings are not open to the public.
- The Commission's sessions agenda will be published on the Council's website after each meeting has taken place.
- The Commission may request the attendance of external third parties.

e. Governance and Administration

- Meetings will take place at Camden Town Hall, Judd Street, Kings Cross.
- The Taskforce will meet monthly, with the first meeting in October 2025.
- Papers will be circulated at least one week in advance.
- Camden Council officers will provide secretariat support, including agendas, minutes, and follow-up actions.

f. Confidentiality and Equalities

- Members must respect confidentiality where sensitive or unpublished information is shared.

- The Taskforce will operate in-line with Camden's Equalities Policy, ensuring participation, accessible materials, and inclusive discussion.

g. Outputs and Follow-up

- The Taskforce's final output will be a set of recommendations to inform Camden's housing strategy and related programmes.
- The final report, jointly developed by Camden Council officers and Taskforce members, will be presented to Scrutiny Committee and Cabinet for approval.
- There will be consideration of reconvening the Taskforce at a later stage to reflect on progress and advise on future plans.