



# Vision and Ambitions for Adult Social Care

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# ADULT SOCIAL CARE: OUR RESPONSE TO THE HWB STRATEGY AND CITIZENS ASSEMBLY

- In 2020, as a borough partnership, we launched the **Camden Health and Care Citizens' Assembly** with the purpose of putting **residents' voices at the heart** of everything we do
- Over the course of 6 months, 50 residents from across the borough came together to share their experiences of the pandemic and **develop a vision for better health and wellbeing in Camden**
- Members of the Assembly presented their final report to the Health and Wellbeing Board in 2020 and set out a [set of expectations for the borough partnership](#) (some shown below)
- The Citizens' Assembly expectations underpin our Health and Wellbeing (HWB) Strategy and directly inform how we deliver local support and services to Camden residents
- **Our voice at a regional and national level to influence the policy agenda** is built on the strong foundations of our local approach to the Citizens' Assembly and the aims of our Health and Wellbeing Strategy

"We expect health services to be an active part of the local community"

*"...They should connect with local groups and share advice on staying healthy"*

"We expect services to recognise our individual needs"

*"...be sensitive to differences including race, gender, age, disability and sexuality"*

"We expect local people to offer help to neighbours who might be lonely or isolated"

*"...Connecting with one another and supporting where we can"*

"We expect most key services to be available close to home"

*"...Neighbourhood hubs could promote local clubs, activities & networks"*

"We expect to be involved in the decisions about where the money goes"

*"...with the ability to give our views and contribute to decisions"*

"We expect to only have to explain our story once"

*"...No one should have to navigate the system in order to receive good quality care"*



The strategies we work to, alongside a commitment to our well-developed practice model for adult social care through **What Matters**, are closely aligned with the HWB Strategy as well as Camden's Missions and Challenges

**What Matters:  
the Camden Approach  
to Adult Social Care**

What Matters, the Camden approach to Adult Social Care, sets out how social care and our partners should work with people:

- 1** Listen actively, and connect people and families/carers to things that matter
- 2** Work intensively with people in crisis to enable them to regain stability and control
- 3** Support people who need long-term care and support to build a good life

This is based around working with our partners in neighbourhoods, connecting people to the things that matter to them, and offering early help when people need it.

We worked with Camden citizens, people who are 'experts by experience', to develop a set of outcomes that we should measure ourselves against to tell us whether we are succeeding.

- Our **Supporting People, Connecting Communities (SPCC) Strategy** is underpinned by the HWB Strategy, and **delivers against Camden's Missions and Challenges**
- The SPCC strategy identifies good health, wellbeing and connection for everyone in Camden communities as priorities, so that they can **start well, live well and age well**
- Our work towards become a **population health organisation** and our passion for **prevention and early intervention** link strongly to the joint ambitions we have with our partners in Health
- Key Challenges like **loneliness** and **social isolation** are **specific priorities** in our continuous drive to improve practice and commission high quality, person-centred services **alongside our residents**

## Stories of difference in Adult Social Care

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“We expect services to recognise our individual needs”

*Adam, 73, recently experienced a change in circumstances that meant he could no longer live alone. He felt very strongly the impact on his independence. ASC arranged a family group conference where Adam was able to put across these concerns and everyone worked together to ensure Adam’s views were put into his ongoing care and support plan. This included Adam being able to cook for himself and even growing herbs and vegetables in the garden of his new residence.*

*Momtaj, 58, has complex health and mobility needs, and found that the ‘revolving door’ of carers were often unfamiliar with her medical needs or routine, each wanting to do things their way. Through a coordinated meeting, the family agreed to pick up tasks such as the weekly shop.*

*To make things more consistent for Momtaj, ASC arranged it so that Momtaj could manage her own care with the support of her son by setting up a direct payment. She arranged for a friend to work as a personal assistant, someone from the same culture and religion. Momtaj was able to draw on care in the way she wanted.*

“We expect to only have to explain our story once”



## Stories of difference in Adult Social Care

Bramshurst is a CQC Domiciliary Care Registered Camden Service providing support to customers with Acquired Brain Injuries, Physical Disabilities. They support a local artist, Tony, who is a survivor of brain injury who has overcome loss in so many aspects of his life, but continues to strive to grow and remain independent.

He is modest about his talent and can be very critical about his work. However, he is an artist that touches people in a very special way. Tony's carer David discovered this when our service at Bramshurst started to support Tony at Headway about 18 months ago.

*"To witness Tony sitting in a noisy art studio making art is a truly wonderful sight – the concentration and ability to focus on his drawing is inspirational. He is sometimes unaware of the effect his art has on people and how beautiful his image making is."*

Tony has exhibited in local galleries, sold cards, prints, t-shirts and is even preparing for an exhibition at the Barbican in the Summer. He sells his work through Headway, and this has provided him with a sense of purpose and worth, as well as income.

Tony worked closely with Zara Joan Miller – a local artist, filmmaker and writer – who has made a beautiful and inspiring film about Tony's art, called "Portrait of Tony". The best reaction to the film came from his brother who had not seen Tony make art – he was so proud of Tony! This had a big impact on Tony, as his self-worth increased, and he was now seen in a new light.

This is made possible because of an excellent person-centred support often a result of personal commitment, social networks, great support coordinators and an excellent social work team.





Participation and engagement, also referred to as ‘co-production’, are embedded as **key priorities in the Supporting People Connecting Communities refresh** and emphasise our commitment to the Health and Wellbeing Strategy in line with national best practice:

The [TLAP National Co-production Advisory Group](#) says the following about co-production:

*'Co-production is not just a word, it is not just a concept, it is a meeting of minds coming together to find shared solutions. In practice, co-production involves people who use services being consulted, included and working together from the start to the end of any project that affects them. When co-production works best, people who use services and carers are valued by organisations as equal partners, can share power and have influence over decisions made.'*

# OUR APPROACH TO RESIDENT PARTICIPATION AND ENGAGEMENT

**Camden** 20 years of Family Group Conferences

**CAMDEN'S FGC BRIDGE**  
Celebrating the connecting conversations

RESPECT  
Recognition  
Empowerment  
REAL TALK  
Showing up  
My Voice

By becoming a paid Shared Lives carer like Gill, you could help someone to live as happily, independently, and safely as possible.

Lily enhances my life and makes me happy every single day. We work at things together and always come out smiling. It is completely rewarding and allows me to be feasible in my time too.  
Gill, Shared Lives Camden carer

You don't need any qualifications or specific experience - Shared Lives carers come from all different walks of life and join Shared Lives for different reasons. All you need is a spare room for the person you support to stay in while they share your home.

Each Shared Lives placement is different, and so the support you provide will depend on you and your life, and the person you are matched with and what they want to get out of the placement. You could be helping someone with daily tasks like getting dressed, getting to appointments, cooking together, or just spending time together for companionship.

Each person who joins Shared Lives Camden will go through a thorough assessment process, and carers and the people they

support are carefully matched to make sure that they feel comfortable together.

Your safety is our priority, and so precautions are being taken to minimise the risk of COVID-19, including self-isolation and testing for everyone involved in a new placement.

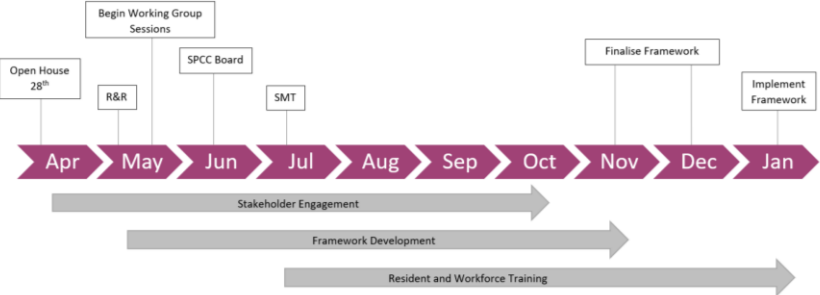
Shared Lives Camden carers earn between £433 and £504 per week, and will be joining a supportive network of other Shared Lives carers across the country.

Find out more: [camden.gov.uk/sharedlives](mailto:camden.gov.uk/sharedlives) or email [sharedlives@camden.gov.uk](mailto:sharedlives@camden.gov.uk)

Camden

- We are **committed to working in partnership with residents** and co-producing our plans whenever possible
- Our drive to ensure everything we do is **anti-oppressive, anti-racist, trauma-informed and rights-based** runs through our approach to engagement and participation by **actively seeking out and promoting** the voice of people and communities who are **seldom heard**
- Our **dedicated Co-Production Lead** joined Camden in 2023, taking forward our plans to **develop a framework** which has been **designed with experts by experience** and aims to ensure participation and engagement underpin our work, and services across ASC
- **Implementation of the framework** alongside training with staff and residents will support and promote our vision to enable people drawing on care and support to **lead independent and fulfilling lives**

## Framework Timeline



# NEIGHBOURHOODS WORK

- In response to the expectations of the Health and Care Citizens' Assembly, we have **accelerated our ambitions for integrated neighbourhoods in Camden**
- However our ambition for neighbourhoods **goes far beyond the integration of health and care services**; it also includes our existing integrated offer for children and families, better joint working with place-based council services (e.g. Housing and Community Safety), and deeper links with Camden's communities
- A strategic vision has been developed to **unite all services and organisations** that provide local support; **'The Way We Work in Neighbourhoods'** sets out what we hope to achieve and outlines what success would feel like for residents and our staff
- Work is being progressed in multiple areas to **progress neighbourhood working** and make our shared **vision a reality**

## Establishing a multi-disciplinary team across the council's place-based services in Kentish Town

Including housing officers, repairs, community safety, tenant participation, caretaking, and rent collection.

## Supporting residents, VCS and anchor organisations to shape their neighbourhoods

Including purpose-built civic spaces that bring together social action groups, VCS and local businesses under one roof.

## Developing Camden's Family Hubs

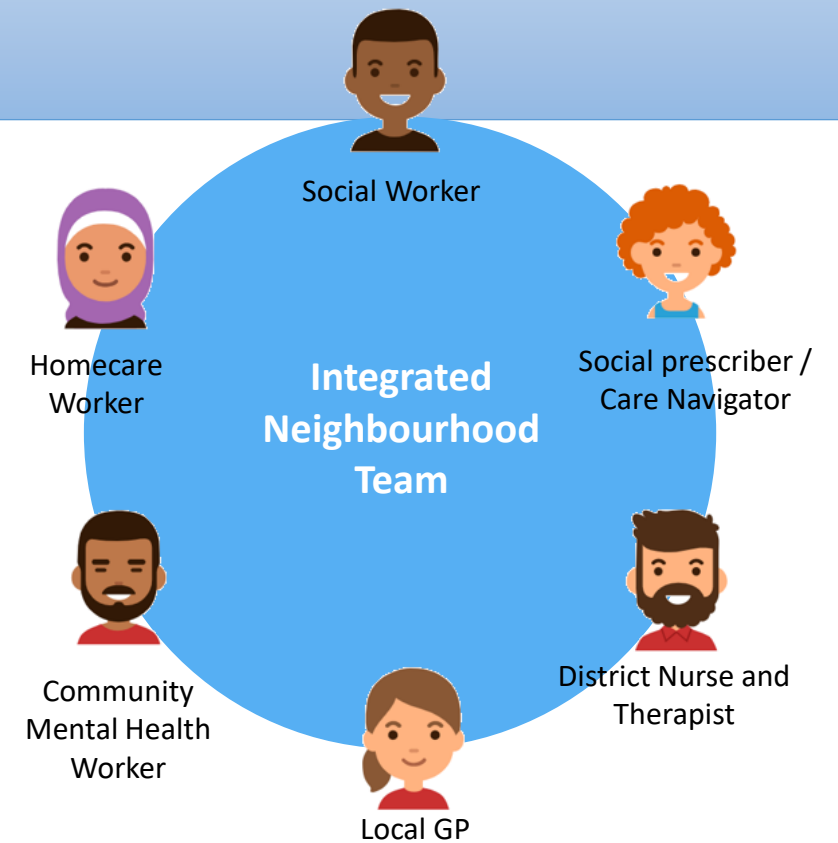
The Family Hubs programme provides an opportunity to grow our existing Integrated Early Years offer, bringing together family support services across social care, education, mental health and physical health needs.





# NEIGHBOURHOODS WORK

- Adult Social Care, as a key partner in the Camden Borough Partnership, is actively supporting the development of **Integrated Neighbourhood Teams** (INTs) in each of Camden's five neighbourhoods. The first INT is being established in the **East Neighbourhood**
- INTs will be **multi agency and multi-disciplinary**, with staff deployed from LBC ASC, C&I NHS Trust, CNWL NHS Trust and primary care.
- Other borough-wide NHS teams and services will have ability to connect to INTs and provide a **visible, accessible healthcare team**.
- Once established, the INTs will **develop strong links with Camden's existing integrated children's services and other place-based services**.
- The Camden Borough Partnership is also considering **which services currently delivered in acute hospital settings** might be relocated and **integrated into the neighbourhood offer** in the long-term.



We will measure the success of neighbourhood model against **four key outcomes areas**:

1. **Place** – Services are accessible to people where they live.
2. **Power** – People are empowered to live a good life
3. **Experience** – Services are local, connected and built on relationships
4. **Enable** – People can find solutions that work for them

Moving to a neighbourhood based model is a long-term ambition that will require us to adapt our culture and working practices. We are committed to 'learn through doing' and success will be incremental.

In **6 months**, we can expect to see:

- Our first multi-agency, multi-disciplinary INT will be established and co-located in the East Neighbourhood.
- An East INT Lead will be in post.
- Early effects of co-location and relationship building being felt. Including quicker communication, less emails, improved information sharing.

In **12-18 months**, we expect to see:

- Strong relationships and shared working practices within the East INT.
- INT staff working with local residents to co-design more integrated models of care.
- East INT engaging with other services and acute NHS Trusts on population health issues.
- INTs being established in other neighbourhoods
- Baselining the impact on resident experience



# ADULT EARLY HELP

## The 6 Challenges we want to achieve over the coming years are:

-  **Safety:** Everyone is safe at home and safe in our communities
-  **Debt:** Everyone can get the support they need to avoid debt and be financially secure
-  **Digital:** Everyone in Camden can access and be part of a digital society
-  **Loneliness:** No one in Camden is socially isolated without the means to connect to their community
-  **Housing:** Camden has enough decent, safe, warm, and family-friendly housing to support our communities
-  **Climate emergency:** Camden's local economy tackles the climate emergency

- As a Council, we are also commencing work to review our organisational approach to early intervention and prevention, examining what more we can do to provide **early help for adults**. This will support our response to the 6 We Make Camden challenges, and progress our work towards the priorities of the Camden Health and Wellbeing Strategy.
- Adult Early Help and our work in Neighbourhoods have many synergies; we believe the range of transformation work underway is **likely to come together and form a significant proposition for change** in the way we deliver services in the future.

## Our starting point: the concept of Early Help is well understood in the work we do with children and families

- Camden has a **proven model of prevention and early intervention** in Children's Services, which has improved outcomes while reducing the amount of children in care. We know **Adult Early Help is different**, but there is much to learn from the children's model and we believe there is an opportunity to do things differently for adults with a range of complex needs.

## The potential of Adult Early Help

- We believe a range of services commissioned and provided by the Council and borough partnership **deliver targeted preventative support** and together make up our existing, fragmented, Adult Early Help offer. These services are highly valued but we think the current model **risks people falling through gaps** as our services are not sufficiently joined up. We **also risk duplicating** efforts across the Council, partnership, and voluntary and community sector.
- If we can **unify our Adult Early Help offer** in some way, enhancing prevention and early intervention whilst addressing disproportionality and reducing duplication, we can reasonably expect to **improve resident outcomes and reduce spend**.

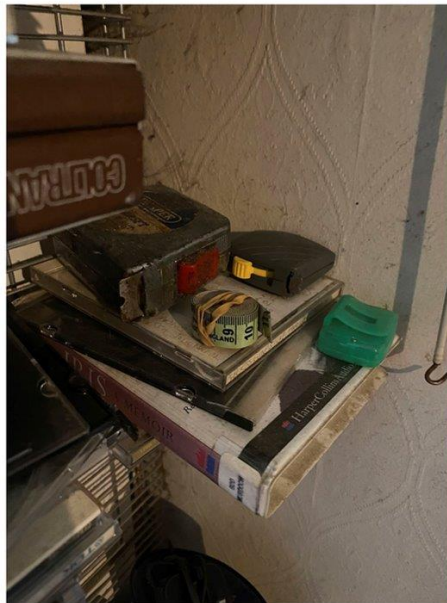
## Discovery and design

- As a starting point, we spoke to all council services and the ICB about the potential for Adult Early Help. We are now embarking on a discovery and design exercise where we seek to: (1) clarify the opportunity of a holistic and joined up offer could be, and (2) develop a 'first draft' for how it could work in practice.
- The aim is to create something **bold, new and different** - while working with what already exists and building on what we already know.
- Between July and November we will employ a design-led approach to enrich our understanding of Adult Early Help and validate it with staff, partners and residents. We will articulate what Adult Early Help is and propose how to test it in practice.

## TRANSFORMING CARE & SUPPORT AT HOME



T. Appleson, Camden  
Artist in Residence  
(2023)  
Used with permission  
from artist.

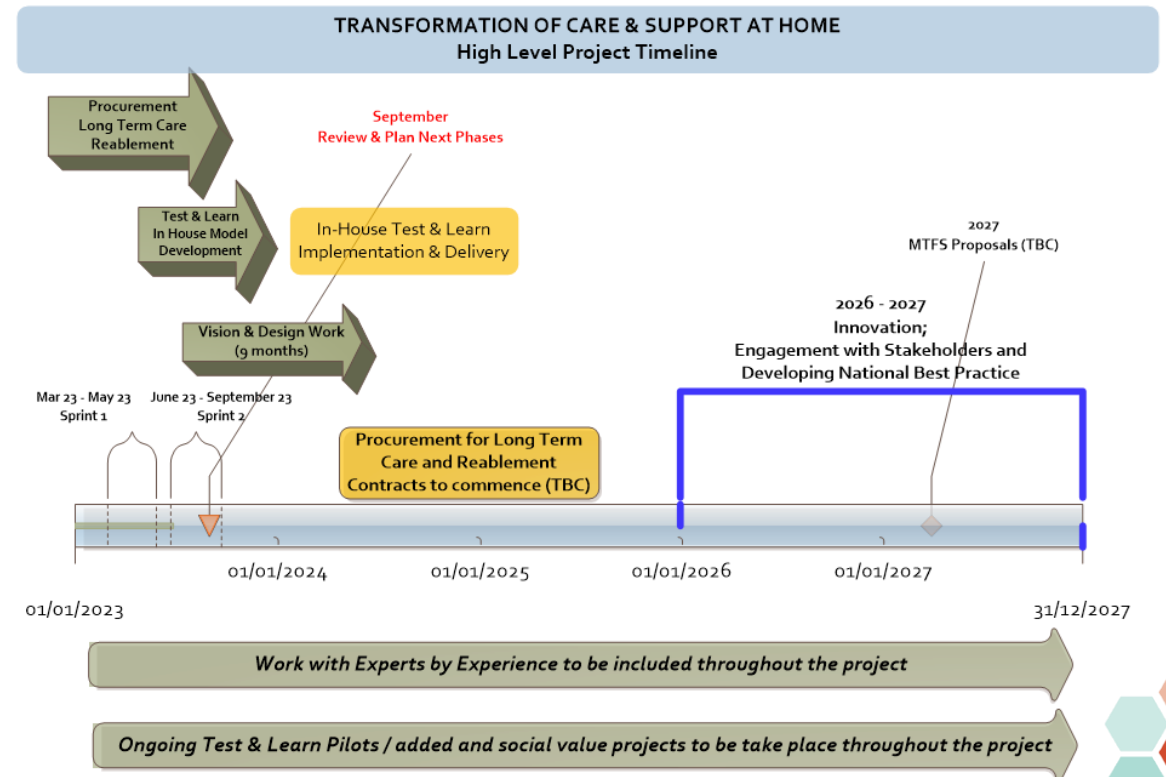
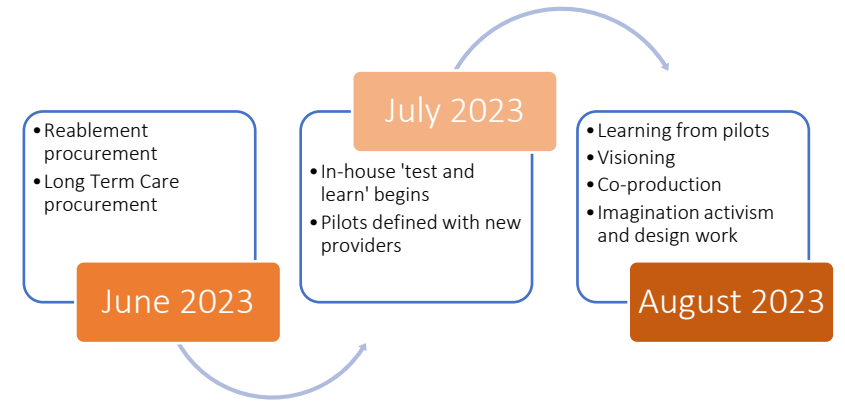


- We are embarking on a programme of work that will **re-imagine care and support in the place that people call home**
- Incorporating **The Way We Work in Neighbourhoods**, alongside the transformation of Support and Safeguarding, the work will align with **Neighbourhood Networks** and **Integrated Neighbourhood Teams**
- Care and Support at Home and its interdependencies with other strategic aims and projects will complement and intersect with our plans for **Adult Early Help** and the **Accommodation Strategy**, creating a shared vision that has residents at its heart
- Utilising a design-led, '**test and learn**' approach through **collaboration** with partners cross-council, the VCS, providers and researchers alongside our **in-house provider services**, underpinned by **imagination activism**
- Designing clear **missions for the future with residents**, our own staff and people that work across the health and social care sectors will have a focus on **co-production and co-design** with residents
- Exploring how we **change societal perceptions of care and support at home**, in particular the **roles of care workers and unpaid carers**, we will amplify how high-quality care and positive employment opportunities impact on positive **health and wellbeing** in all of our lives and communities



# TRANSFORMING CARE & SUPPORT AT HOME

- We are continuing to **review emerging models and best practice** nationally and internationally that **align with the HWB Strategy and Citizens Assembly** outcomes
- Utilising the **expertise of in-house provider services and commissioned partners** we are developing 'test and learn' approaches that include:
  - An in-house pilot that adopts a **strength-based approach** that will support residents to **build sustainable networks**
  - A **hyper-localised support** offer within neighbourhoods
  - The development of **micro-enterprises** that offer options for residents who direct their own support through personal assistants
  - An integrated approach for short-term support that **promotes recovery, reablement and rehabilitation**
  - Reviewing the care worker role and **trailing alternative models of employment** that offer creative options for progression





# ASC ACCOMMODATION STRATEGY

- We are developing a strategy for **accommodation-based services up to 2035** that includes, nursing and residential care, supported housing and extra care sheltered housing
- Its focus is ensuring that residents have a **good home** that enables them to live their life and have **choice and control over their support** and is **essential to the provision of ASC services**
- The strategy will reach **far beyond a resident's physical home**: it will be about the **communities** where people live, now and in the future, how housing and a good home contribute to ASC **prevention and wellbeing outcomes**
- A home that is safe, in good condition, and **connects residents into their local neighbourhood with excellent support they can draw on when needed**, is central to maintaining good health and wellbeing
- We aim to further **develop intergenerational services, opportunities and community activities** that will celebrate residents' **individual identities, reduce loneliness** and **increase independence**
- The strategy will have reach across the Council particularly **Housing, Capital Development and Planning**, with significant **stakeholders across health, the voluntary sector and our care providers**
- We want to create unique environments for people within their communities and rather than rely on services, enable people to **stay in their own home as long as possible through the use of technology and person-centred care at home** as well as **reduce loneliness through connected communities**
- In line with the Citizen Assembly's expectations for people to be involved in decisions about their personal care, we will **utilise a strengths-based approach to accommodation** through our strategy



## Our Plans so far:

- We are in current discussions with Planning about **our future needs up to 2040** in line with the development of Camden's Local Plan
- We are **aligned to the Transforming Care and Support at Home** to ensure our vision and approach are connected
- We will look at what local services are required over the next ten years to **reduce our reliance on out of borough placements** in line with the Citizen Assembly expectations
- We are **exploring new approaches** to providing services through **Shared Lives** for people with mental health needs, **Homeshare**, and **Housing First** to provide more choice and control for residents
- We will **conduct engagement with providers and residents** over the next few months to inform the Strategy, beginning over the Summer and into September
- Our strategy will be in **draft form in October**, with the aim for sign-off in November and **publication in January 2024**



Any questions or comments?

How would you like to be kept up to date in future about the range of work taking place across ASC?