

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Adult Social Care update to the Health and Adult Social Care Scrutiny	
<b>REPORT OF</b> Executive Director, Adults and Health	
<b>FOR SUBMISSION TO</b> Health and Adult Social Care Scrutiny Committee	<b>DATE</b> 12 <sup>th</sup> September 2023
<p><b>SUMMARY OF REPORT</b></p> <p>This paper gives an overview of the work taking place across Camden Adult Social Care, with a particular focus on Neighbourhoods, Adult Early Help, Co-production (Participation and Engagement), Transforming Care and Support at Home, as well as the Accommodation Strategy.</p> <p><b>Local Government Act 1972 – Access to Information</b></p> <p>No documents that require listing have been used in the preparation of this report.</p> <p><b>Contact Officer:</b></p> <p>Chris Lehmann Head of ASC Strategy and Commissioning and Deputy DASS Adults and Health London Borough of Camden 5 Pancras Square London N1C 4AG <a href="mailto:chris.lehmann@camden.gov.uk">chris.lehmann@camden.gov.uk</a></p>	
<p><b>RECOMMENDATIONS</b></p> <p>The Committee are asked to note and comment on the report.</p>	

Signed:



Jess Mcgregor  
Executive Director Adults and Health  
Date: 1<sup>st</sup> September 2023

## 1. Purpose of Report

- 1.1 This paper gives an overview of the range of innovative work taking place across Camden Adult Social Care (ASC), with a particular focus on Neighbourhoods, Adult Early Help, Co-production (Participation and Engagement), Transforming Care and Support at Home, as well as the Accommodation Plan. The report is designed to give a high-level overview of strategic priorities being developed in ASC and open an opportunity for further detailed exploration of specific areas of work in the future.

## 2 Adult Social Care areas of work

- 2.1 The work of ASC is closely aligned with the Camden [Health and Wellbeing \(HWB\) Strategy](#)<sup>1</sup> as well as ambitions, missions and challenges set out in [We Make Camden](#)<sup>2</sup>, our vision for the borough. The [Supporting People, Connecting Communities \(SPCC\) Strategy](#)<sup>3</sup> and ASC's What Matters approach<sup>4</sup> reemphasise the priorities for all Camden communities to start well, live well and age well.
- 2.2 Key pieces of work that ASC are focusing on speak to the HWB Strategy and the expectations on the local health and care system as set by the [Camden Health and Care Citizen's Assembly](#)<sup>5</sup>. A person-centred approach through the lens of equalities is reflected in all the work that we undertake, and we aim to bring case studies of contextual evidence of best practice across ASC through our 'Stories of Difference'.
- 2.3 Through 'Stories of Difference' in Adult Social Care, we highlight the lived experiences of residents who draw on our care and support. In keeping with our person-centred approach, we want to ensure that resident voice underpins the work that we do, hence how we are beginning this report to the Health and Adult Social Care Scrutiny Committee (HASC). Below are some examples of Stories of Difference that illustrate the work we are doing around transforming and innovating through Camden's unique approach to social care:
- Tom recently experienced a change in circumstances that meant he could no longer live alone but felt very strongly about the impact on his independence. ASC arranged a Family Group Conference (FGC) where Tom was able to put across these concerns and everyone worked together to ensure Tom's views were put into his ongoing care and support plan.

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<sup>1</sup> <https://www.camden.gov.uk/health-decision-making>

<sup>2</sup> <https://www.wemakecamden.org.uk/about/>

<sup>3</sup> <https://www.camden.gov.uk/supporting-people-connecting-communities>

<sup>4</sup> What Matters, the Camden approach to Adult Social Care, sets out how social care and our partners should work with people, by listening actively, and connecting people and families/carers to things that matter. By working intensively with people in crisis to enable them to regain stability and control. And by supporting people who need long-term care and support to build a good life.

<sup>5</sup> [Camden Health and Care Citizens' Assembly - Camden Council](#)

This included Tom being able to cook for himself and even grow herbs and vegetables in the garden of his new residence.

- Amena 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 Amena, ASC arranged it so that Amena 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. Amena was able to draw on care in the way she wanted.
- ASC began working with Philip due to serious concerns about his mental and physical health, partly due to his environment. ASC noticed that he was hoarding and the other people living in the property weren't helping him take care of it, and there was fear that they were exploiting him. Circumstances changed when Philip was admitted to hospital. He was then discharged into a care home. After this move, ASC got to work speaking to his friends, hoping to answer the question, where would he live long-term? Philip had no family, so ASC visited his friends, neighbours and other tenants to get their input. Whilst living in the care home Philip began to have regular visits to the GP and his health began to improve. He was now receiving more visitors than ever, as the condition of his previous accommodation had put off some of his friends. ASC heard back that lots of miniature meetings were happening spontaneously between Philip and his friends. His friends promised to take him shopping and engage in other activities. Philip decided to stay in the care home because he noticed an increase in visits from his friends and an improvement in his well-being with regular medication and meals.
- Bramshurst, a service that provides care and support to residents with acquired brain injuries, support a local artist, Tony. Tony 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 discovered this when Bramshurst started to support Tony:

*"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. 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 him! This had a significant impact on Tony, as his self-worth increased, and he was now seen in a new light. This is made possible because of person-centred support underpinned by personal commitment, social networks, great support coordinators and an excellent social work team.

### **3 Co-production Framework**

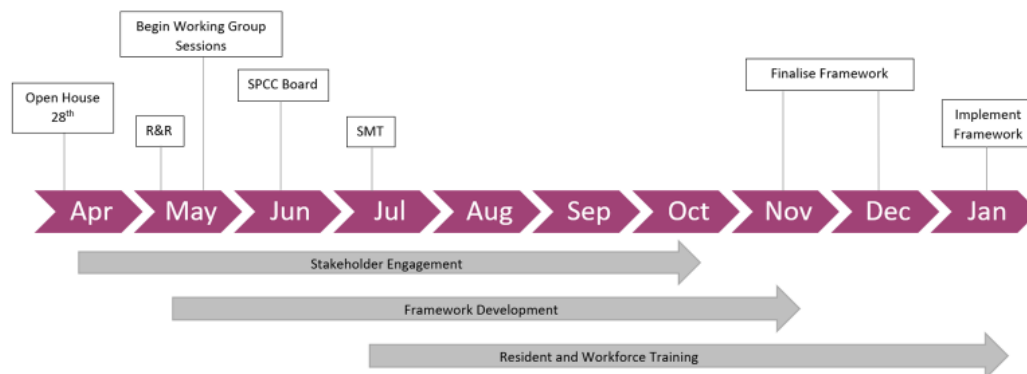
- 3.1 ASC are developing a framework and toolkit for resident participation and engagement (referred to as co-production) as a key priority of the SPCC Strategy. In keeping with our commitment to equalities and the [Diversity Mission](#)<sup>6</sup>, our aim is to ensure that our work is anti-oppressive, anti-racist, trauma-informed and rights-based.
- 3.2 In addition to our local strategic approach to co-production, we are guided by the Think Local Act Personal National Co-production Advisory Group and their definition of co-production<sup>7</sup>.
- 3.3 We recognise that co-production underpins every element of our work in ASC, from our What Matters approach to working with residents, through to our strategic visions for Neighbourhoods, Adult Early Help, Care and Support at Home as well as Accommodation, all of which are shared in more detail later in this report.
- 3.4 Our dedicated Co-production Lead joined Camden in 2023, taking forward our plans to develop a framework which has been designed by experts by experience and aims to ensure participation and engagement underpin our work, and services across ASC.
- 3.5 Our ASC Co-production Framework, which we aim to publish in early 2024, will ensure that we actively seek out and promote the voice of people and communities who are seldom heard.
- 3.6 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.
- 3.7 The timeline for the development of the Co-production Framework is below:

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<sup>6</sup> <https://www.wemakecamden.org.uk/about/diversity/>

<sup>7</sup> TLAP 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.'

## Framework Timeline



### 4 Integrated Neighbourhoods

- 4.1 In response to the expectations of the Health and Care Citizens' Assembly, ASC have been working closely with the NHS and other local partners to develop and implement our ambitions for integrated neighbourhoods in Camden. The initiative seeks to join up all services and organisations that provide support at a neighbourhood level, including ASC, mental health, community nursing, social prescribing and GP practices. The work will also go beyond the integration of health and care services to draw together Camden's existing integrated offer for children and families, as well as better joint working with place-based council services such as housing, repairs and community safety.
- 4.2 A strategic vision has been developed to unite all services and organisations that provide support; 'The Way We Work in Neighbourhoods' sets out what we hope to achieve and what success would feel like for our residents and staff. Overall, the work will co-locate multi-agency staff within a single unified Integrated Neighbourhood Team (INT) and support them to work together around the needs of individuals. The new teams will also be more embedded within existing neighbourhood networks of services and community groups, making it easier for people to access the support and solutions that are right for them. In addition, we hope that in time, as the new INTs establish, they will be a vehicle a range of priorities and initiatives, including supporting NHS services currently provided in acute hospitals to be delivered in community-based settings, closer to where people live. All of which will play a crucial role in taking a population health approach and tackling the deep-rooted health inequalities that persist in Camden.
- 4.3 The development of Integrated Neighbourhood Teams (INTs), of which the East Neighbourhood will be the first, focuses on four key outcomes: Place, Power, Experience and Enable (appendix A).

- 4.4 INTs will be multi agency and multi-disciplinary, with staff deployed from Camden Adult Social Care, the Camden and Islington (C&I) NHS Trust, Central and North West London (CNWL) NHS Trust and primary care.
- 4.5 Other borough-wide NHS teams and services will have the ability to connect to INTs and provide a visible, accessible healthcare team.
- 4.6 Once established, the INTs will develop strong links with Camden's children's services and other place-based services.
- 4.7 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.
- 4.8 We aim for the East INT to be in place within 6 months and the establishment of other INTs in Camden over the next 12 – 18 months.

## **5 Early Help for Adults**

- 5.1 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 exploratory work is far bigger than Adult Social Care and will involve services from across the council and borough partnership. It will support our response to the missions and challenges set out in We Make Camden and actively progress our partnership ambitions around prevention, early intervention and personalised care and support.
- 5.2 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 and creating a more sustainable system for the long term. 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.
- 5.3 Performance data tells us that 75% of people who approach ASC for support do not require a full Care Act assessment; this indicates potential opportunities for proactive intervention and prevention for residents at an early stage. We are also aware that this pattern is seen in many other services across the council, where people require help but may find themselves ineligible or unable to access some forms of support. Adult Early Help seeks to address this issue and support people in different ways, avoiding people falling through the gaps.
- 5.4 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 services who are not sufficiently joined up and risk duplicating efforts across our partnership.

- 5.5 If we can unify our Adult Early Help offer in some way, enhancing prevention and early intervention whilst addressing disproportionality and duplication, we can reasonably expect to improve resident outcomes and reduce spend.
- 5.6 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.
- 5.7 Discovery and design work is underway and will take place through November to fully understand where council services and the Integrated Care Board (ICB) are engaged in Adult Early Help, and we aim to work with what already exists and build on what we know to create something bold, new and different.

## **6 Transforming Care and Support at Home**

- 6.1 Transforming Care and Support at Home is one of ASC's major innovation projects, taking place over a number of years, to significantly re-imagine care and support in the place that people call home. Our focus on this area is clearly evidenced through data insight: homecare hours increased significantly between March 2022 and March 2023, where the average weekly hours of homecare delivered by Camden increased from 19,101 to 20,899. In fact the majority of our overall current service provision falls under the category of support at home (81%).
- 6.2 This project has close ties with the Accommodation Plan and is embedded in developments of the INTs as well as neighbourhood networks. Transforming Care and Support at Home will also align with Adult Early Help as it develops.
- 6.3 Care and Support at Home includes our reablement offer, which is a short-term service for approximately four to six weeks that supports residents to maintain or regain independence. The services focus on building independence alongside the prevention or delay for long term care and support. Providers develop a partnership approach in their neighbourhood or locality with partners in health, social care and the voluntary and community sector to ensure that residents' quality of life is maximised.
- 6.4 This project also includes the mobilisation of a Direct Payment (DP) support service, that will refine the DP offer to residents. The work includes developing peer-led groups for residents who draw on DPs and their employees, with the aim to increase learning opportunities as well as develop the local market for personal assistants and microenterprises.
- 6.5 We are exploring how we can change societal perception of care and support at home, in particular the roles of care workers and unpaid carers. We also aim to raise the sector's profile whilst developing an integrated approach to reablement, piloting innovative models of care, like micro-enterprises and

hyper-localised support offers in neighbourhoods and utilising the expertise of our in-house provider services.

- 6.6 We are utilising a 'test and learn' approach through collaboration with partners cross-council, commissioned organisations, the voluntary and community sector (VCS) and Camden's in-house provider services. A range of 'test and learn' pilots over the coming months and years will allow us to try out new ideas that are co-produced with our residents and designed alongside provider partners.
- 6.7 Engagement between ASC and a research organisation will commence in the early autumn for a minimum of nine months, focusing on co-production, service design and evaluation methodology. This work involves reviewing emerging models of homecare regionally, nationally and internationally. It will also focus on increasing participation and engagement with seldom heard groups.
- 6.8 The entirety of the Care and Support at Home project will continue to report regularly to the Supporting People Connecting Communities Board and will provide frequent updates as initial findings and outcomes from the research, engagement and pilots become available.

## **7 ASC Accommodation Plan**

- 7.1 The ASC Accommodation Plan will reach far beyond a resident's physical home; it will be about the communities where people live, now and in the future, and how housing and a good home contribute to ASC prevention and wellbeing outcomes. The vision that the Plan is working to has been adopted directly from Social Care Institute for Excellence's report entitled 'A place we can call home'.<sup>8</sup> The Plan will adopt a whole-Council approach to meeting the needs of residents who draw on care and support and incorporate our evolving approach to Adult Early Help.
- 7.2 Data projections of Camden's population indicate that by 2035, there will continue to be an increased number of residents who need to draw on care and support, particularly people over 65.
- 7.3 It is also anticipated that there will be a need to increase the amount of supported living and residential places for residents who have a learning disability, as well as a rise in supported living, homecare and residential care for residents experiencing mental ill health.
- 7.4 The Plan will strengthen our response to the needs of young people in transition from Children's to Adult Services, neurodiverse residents, people with mental ill health and people in our adult homeless hostels. The extension

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<sup>8</sup> 'We all want to live in a place we call home, with people and things we love, in communities where we look out for one another, doing the things that matter most' [A place we can call home | SCIE](#)



of our existing Shared Lives and Housing First services will enable more choice and options for residents with a range of care and support needs.

- 7.5 In line with the Citizen Assembly's expectations for people to be involved in decisions about their personal care, we are utilising a strengths-based approach to accommodation through this Accommodation Plan. We aim 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. The plan will include proposals about technology-enabled lives and person-centred care at home with the aim to both increase independence and reduce loneliness through connected communities.
- 7.6 The Plan will have reach across the Council and its partners, particularly Housing, Capital Development and Planning, with significant stakeholders across health, the voluntary sector and our care providers.
- 7.7 The Accommodation Plan will be in draft form in November 2023, with the aim for sign-off in December 2023 and publication in February 2024.

## **8 Finance Comments of the Executive Director Corporate Services**

- 8.1 The Director of Finance has been consulted on the content of this report and has no comment to make.

## **9 Legal Comments of the Borough Solicitor**

- 9.1 The Borough Solicitor has been consulted and has no comments to add to this report

## **10 Environmental Implications**

- 10.1 There are not environmental implications from the contents of this report.

## **11 Appendices**

Appendix A – Neighbourhoods – local help for local people

**REPORT ENDS**