

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Good Work & Employment: Successes & Challenges of Partnership Working	
REPORT OF Executive Director, Adults & Health	
FOR SUBMISSION TO Camden Health and Wellbeing Board	DATE 20 th September 2023
<p>SUMMARY OF REPORT</p> <ul style="list-style-type: none"> • Good work and employment is identified as key priority in the Camden Health and Wellbeing Strategy 2022-30. Progress has been made on this priority across the last 12 months, however in most cases this has been through individual projects and collaborations, rather than as a partnership. • The recent Health Needs Assessment (HNA) undertaken by the Health and Wellbeing Department presents an important first step in applying a population health approach. The results of the assessment serve as a reminder of the needs of Camden residents and the impact of unemployment, also illustrating the challenges faced by those working to support them. • The NCL People Strategy provides an example of holistic, system-wide thinking that could inform our sense of what can be achieved when the partnership comes together as a system. • We now need to regroup and think about ways to build momentum and improve how the Camden Borough Partnership comes together as a system to deliver on our commitments on this priority. When doing so, it will be important to draw and from Good Work Camden, the council led programme to support high quality, inclusive jobs in Camden. <p>Local Government Act 1972 – Access to Information No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Colin Gajewski 5 Pancras Square N1C 4AG colin.gajewski@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <ol style="list-style-type: none"> 1. That the Board notes the report. 	

2. That the Health and Wellbeing Board provide a strategic steer for ongoing work taking place within the borough partnership and wider integrated care system to take a population health approach around good work and employment.

Signed:



Jess McGregor
Executive Director Adults and Health
Date: 11th September 2023

1. Purpose of Report

- 1.1 Good work and employment is a key priority of the Camden Health and Wellbeing Strategy. Progress has been made on this priority but much of this has been via individual organisations rather than as a partnership, despite the energy and commitment that we all had to take a system approach when we discussed this at the Board in September 2022. Now is an opportunity to regroup and think about new ways to build momentum and improve how we come together as a partnership and wider system to deliver on our commitments on this priority.
- 1.2 This report contains details of a recent Health Needs Assessment on unemployment which serves as a reminder of the needs of our residents, specifically around the impact of unemployment health and wellbeing. The NCL People Strategy is then considered in brief, and identified as a great example of holistic thinking and what can be achieved when the partnership comes together as a system.

2. Strategic Background and previous discussion by the Board

- 2.1 The Camden Health and Wellbeing Strategy 2022-30 aims to take a population health approach in tackling the social determinants of health and address structural inequalities in health outcomes. Factors such as education, good work or local environment have proven consequences for health and wellbeing and disproportionately affect certain societal groups. The strategy names three key short-term priority areas where the partnership can come together to shift the dial on population health, one of which is 'good work and employment'.
- 2.2 The 'Good work and employment' priority was last discussed in depth by the Board in September 2022, with a focus on the workforce challenge facing the health and care system. Good Work Camden's efforts toward defining and providing 'good work' for residents was discussed, including examples of successes as well as what more can be done to make inroads on this priority. Also discussed was the establishment of the Camden Borough Partnership Workforce Taskforce following conversations by CICE (Camden Integrated Care Executive) and the LCPB (Local Care Partnership Board). The Taskforce has since been supported by NCL ICB (North Central London Integrated Care Board) and the Camden Training Hub to coordinate a vision for the future of an integrated approach to recruit and retain Camden's health and care workforce.
- 2.3 At the September 2022 meeting the Board was asked to identify and endorse actions through which organisations across the system could contribute to addressing the workforce challenge and the employment needs of Camden residents. Some highlights from the resulting discussion are given here. Regarding approaches to local recruitment, the Board agreed that efforts should be made to simplify application processes, and that discussions should continue via a meeting of partner representatives being set up to talk through

the options available. The benefits of establishing peer support roles to assist the hiring of people with mental health lived experience was discussed in relation to the success of this model as piloted at the Tavistock and Portman NHS Trust. The benefits of Value Based Recruiting as adopted at Charlie Ratchford Court was also discussed.

- 2.4 There remains more to do in galvanizing system-wide action on good work and employment. The September 2023 Board meeting, one year on from the original discussion, presents an opportunity for the local partnership to remind itself of the needs of Camden's residents and renew its commitments.

3. Good Work Camden: Progress and Learning

- 3.1 At the last meeting, the Board heard about Good Work Camden's experience of delivering several small-scale partnerships with health and care employers, aimed at supporting local people into identified vacancies. Employers included Shaw Healthcare and Focus Care Link, CNWL (Camden and North West London NHS Foundation Trust) and UCLH (University College Hospital NHS Foundation Trust). Activities included information sessions about vacancies delivered by employers in community settings and existing staff 'buddying' with job seekers to support them in navigating the application process. The work was useful in developing effective partnerships with employers and identified the following challenges:

- Senior commitment to acting locally and adjusting recruitment processes to maximise clarity and accessibility does not always trickle down to HR and hiring officers managing recruitment campaigns.
- It is very difficult to by-pass organisational application systems that can be onerous and inaccessible – otherwise suitable candidates can be put off by the need to complete lengthy application forms.
- In some cases, onboarding and training processes are off-putting and fail to reflect a positive organisational culture
- Care roles are not always paid at London Living Wage
- Care Providers urgent need for staff sometimes reduces their engagement with the new recruitment processes that we're suggesting and offering to help with.
- There can be a perception that post-holders will be poorly treated by service users.

- 3.2 Over the last year Good Work Camden has deepened collaboration with Health & Social Care, continuing to deliver pilots with employers. Delivery has included generalist NHS careers talks at Regents Park Children's Centre and one at Agar Children's Centre focussed on apprenticeships within the NHS. Subsequent pilots involved promoting volunteering roles within the NHS at Somers Town Living Centre and information sessions delivered by care employers for refugees at the bridging hotels. In June an NHS event was held in Sidings Community Centre - an in-depth two-hour session on making successful job applications and interviews which many residents had expressed difficulty with. The feedback from residents was very positive; in

particular when one of the NHS employees stayed behind to speak to residents about their individual needs and in some cases connected them to individuals within the NHS for their career goals. Another positive outcome was CVs were taken on the day for bank roles. Two more sessions will be held in September and October. The first one will focus on entry level jobs such as care work and we are hoping to have interviews on the day for residents to get employment. The second will be tailored to more mid-tier roles in collaboration with NHS Bank and NHS Apprenticeships where residents get direct access to the employer and roles. Nine H&SC employers attended the May 2023 GWC Jobs Fair.

- 3.3 The Council is a partner in the GLA funded NCL Health & Social Care Academy Hub. The purpose of the academy is to better coordinate existing resources and develop a stronger shared purpose between health and care employers, training providers and economic development and community wealth building services with a primary focus on entry level roles. It provides additional capacity to take forward project activity around community and employer engagement to deliver this and a vehicle for partnership working and to channel additional resource to deliver borough and NCL workforce aims. NCL have established a steering group with all borough economic development teams; NCL Councils Programme team; the ICB; the Training Hub and adult education providers and have developed an action plan.
- 3.4 Good Work Camden commissioned Camden Disability Action to undertake a programme of research and co-design with residents who have lived experience of disability. A two-year pilot has been designed, based on this research. The pilot service sits within GWC and is supported by the existing Good Work Camden Job Hubs. Our Disability Job Hub Lead was onboarded in late March 2023 and 24 residents have been supported to date, with 8 supported into work/paid work placements or training. A new Learning Disabilities Job Hub Advisor has been recruited and will start in late September. A 'Work Ready Coach' has been recruited by Camden Learning Disabilities Service and will work with the Disability Job Hub on a daily basis to support people with learning disabilities if further skills are needed before they get support from our new learning disability job hub advisor. The hub is working to commission disability equality training for employment support practitioners and for employers. Funding has been secured for a small-scale wage subsidy programme to create paid work placement opportunities for disabled residents, with two people starting roles.

4. Good work and employment needs assessment

- 4.1 Camden Health and Wellbeing Department have been using a population health approach to understand work and employment needs, and carried out a rapid needs assessment, looking at Unemployment, Economic Inactivity and Health. Data indicated that long-term sickness, particularly mental health and behavioural disorders, are a significant factor in economic inactivity. Further, economic inactivity is not distributed evenly, with women, people from an

ethnic minority background, those in contact with secondary mental health care settings and individuals with learning disabilities being most affected.

- 4.2 Consultation with staff working in the employment support space indicated that residents with health conditions find the employment process very challenging (particularly those with mental health conditions), that long-term unemployment leads to additional support needs around soft skills, motivation and confidence, that in-work support around toxic work environments are an increasing challenge for services and that many residents face varied and overlapping barriers to accessing employment.
- 4.3 A workshop is being planned for the Autumn to bring together stakeholders across the employment support space, including NHS, community organisations, and Good Work Camden, to build a clear picture of unmet need, identify challenges currently faced and to develop a list of priorities and potential improvements for the borough partnership to take forward.

4. NCL People Strategy

- 4.1 The NCL People Strategy 2023-28 has been developed with population health at the forefront and provides fresh thinking for what can be achieved at a borough level. It takes a holistic view of the system and there has been broad sign up to its approach, including from key VCS organisations. It also synergises the strategic aims of the NCL Integrated Care Board with those of Camden Council. As a borough partnership there is scope to learn from the whole system approach taken through the NCL People Strategy and understand how we might inform and connect it with Camden specific ambitions for a joined-up population health approach to good work and employment.
- 4.2 The NCL People Strategy is set in the context of the system's current challenges, these being bank and agency usage, high attrition and ongoing financial challenges. These are set against opportunities, the first of these being the creation of a shared sense of 'One Workforce', enabling scalable integrated and collaborative working and the promotion of innovation via a network of employers across the NCL (North Central London) footprint. Two further opportunity areas concern supporting the NCL community by focusing on workforce supply, and driving transformation by maximising assets and leveraging capability.
- 4.3 Further details on the NCL People Strategy, including the setting of its workforce system priorities in a population health improvement model, can be found in the relevant section of the slide deck at appendix B.

5. Discussion points for the Board

- 5.1 We're now a year on from starting work on this priority. Whilst there have been successes in that time and a clear appetite for progress, we are still at a

formative stage as a system. We have an opportunity now to regroup and think about how we come together to build momentum.

- What can we do to improve how we come together as a system on good work and employment as a priority?
 - Are there ways of working that we should adopt?
 - Who are the key teams and people?
 - Would a shared strategy help to focus our approach?
 - Can we build on the priorities the partnership shares with NCL?

- What are the barriers and enablers to developing a joined-up approach to good work and employment that we can focus our efforts on?
 - Is there a role for a partnership forum such as the Workforce Taskforce?
 - What can we learn from the work of Good Work Camden?
 - Who is providing strategic leadership and how?
 - How might we apply a population health approach to progress our partnership working on good work and employment?

6. Finance Comments of the Executive Director Corporate Services

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

7. Legal Comments of the Borough Solicitor

- 7.1 The Borough Solicitor has been consulted and has no comments to add to the report.

8. Environmental Implications

- 8.1 The contents of this report have no environmental implications.

9. Appendices

- 9.1 Appendix A: Good Work & Employment Slide Deck
Appendix B: Disability Job Hub Update Sept 2023

REPORT ENDS