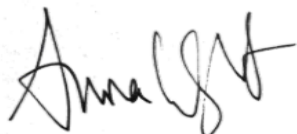


LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Cabinet Member for Health, Wellbeing, and Adult Social Care: Annual Report 2023/24	
REPORT OF Cabinet Member for Health, Wellbeing, and Adult Social Care	
FOR SUBMISSION TO Health and Adult Social Care Scrutiny Committee	DATE 5 November 2024
<p>SUMMARY OF REPORT</p> <p>This is the annual report of the Cabinet Member for Health, Wellbeing, and Adult Social Care. This report presents the strategic landscape for health and adult social care in Camden. It details a range of transformative initiatives across services and partnerships which are helping to ensure the Council meets its residents' needs and delivers services in line with the Council's strategic aims and vision for the borough.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Clarissa Torres Cabinet Officer London Borough of Camden 5 Pancras Square London N1C 4AG 02079744132 clarissa.torres@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>The Committee is asked to note and comment on the contents of the report.</p>	

Signed:



Councillor Anna Wright - Cabinet Member for Health, Wellbeing, and Adult Social Care

Date: 24 October 2024

1. Purpose of the Annual Report

This annual report provides an overview of the activities and achievements of the Cabinet Member for Health, Wellbeing, and Adult Social Care over the past year. It summarises key initiatives and strategic priorities aimed at enhancing health services and promoting wellbeing within the community. The report is presented to the Health and Adult Social Care Scrutiny Committee to fulfil constitutional requirements for accountability and transparency, ensuring that stakeholders are informed of progress made in addressing the health and care needs of residents and reducing inequalities.

2. Introduction

Commitment to Health and Wellbeing

- 2.1 As Cabinet Member for Health, Wellbeing, and Adult Social Care, I lead on healthy living and ageing well in Camden, our work to address the causes and social determinants of health, our population health approach, supporting good mental health, and supporting independence for residents with disabilities or health conditions (including health inequalities, adult social care, and adult safeguarding) and on reducing health inequalities.
- 2.2 My role provides leadership and accountability within a complex landscape of services and organisations; setting priorities and encouraging colleagues from the council, NHS, and community sector to collaborate, innovate, and provide relational care for local people. Together, we are committed to improve population health and reduce inequalities, bringing about better physical and mental health, and ensuring that everyone can maintain their independence regardless of background, circumstance, or impairment.
- 2.3 I chair Camden's Health and Wellbeing Board which is the system leadership forum responsible for galvanising shared action across the Camden Borough Partnership to make Camden the best place to start well, live well, and age well.
- 2.4 I also hold responsibility for making safeguarding everyone's business, because everyone in Camden has the right to live in safety, comfort, and dignity - free from exploitation, fear, and abuse. My role oversees the delivery of adult safeguarding across our system.
- 2.5 Throughout this year, as the last, I have continued to champion a focus on prevention and early intervention, on partnership and collaboration including across sectors, and on fostering meaningful engagement, collaboration, and co-production with those who draw on our support.

Addressing Inequalities

- 2.6 The legacy of the pandemic and the cost-of-living crisis continues to affect Camden, exacerbating pre-existing inequalities. While many residents enjoy good health and affluence, significant portions of our community face economic hardships and health challenges, worsened by the rising cost of living. The latest statistics starkly illustrate this, revealing a life expectancy gap of 13.5 years for men and nearly 10 years for women between the most and least deprived areas. Mental health issues and workforce exclusion due to health problems have surged, highlighting the urgent need to address these disparities as a public health crisis.

Innovative Responses

- 2.7 Our commitment to progressive and innovative care remains unwavering, despite the challenges of system backlogs, workforce shortages, and chronic underfunding from central government. Camden's health and care services continue to lead in effectiveness and creativity, driven by dedicated staff and local leaders. We have embraced a holistic approach that emphasises personalised care, preventive support, and community engagement, with the ultimate goal of improving outcomes for our residents.

Progress and Vision

- 2.8 This annual report illustrates our resilience and adaptability in the face of rising pressures. Our Adult Social Care services have continued to evolve in alignment with the Supporting People Connecting Communities strategy. Our commitment to co-production and resident participation remains a cornerstone of our initiatives, ensuring that local voices shape our strategies and services. Credit must also go to Camden's extensive and vibrant voluntary and community sector who are crucial partners in building and sustaining community wellbeing and resilience.
- 2.9 Together, we will continue to forge a path toward a healthier, more equitable Camden, where everyone has the opportunity to thrive.

3. Supporting Healthy and Independent Lives Through High Quality Services, Innovation, and Transformation

- 3.1 Building on last year's progress, Camden's approach to supporting healthy and independent lives centres on the belief that how we work with people matters. Our "What Matters" philosophy in adult social care emphasises leveraging individuals' strengths and prioritising their needs and preferences, challenging traditional efficiency notions. This year, despite compounded pressures, we have reaffirmed our commitment to this approach. Through these efforts, we aim to empower our residents and foster a thriving community, continuing the momentum from previous years.
- 3.2 This section highlights key initiatives and progress made over the past 12 months within Adult Social Care.

Safeguarding

- 3.3 Our safeguarding work to protect adults from harm, abuse, and neglect remains a top priority. We achieve this at all levels by working in partnership with both statutory and non-statutory organisations. As a statutory member of the Safeguarding Adults Partnership Board (SAPB), we are committed to ensuring that residents and communities know how to report any concerns about potentially vulnerable adults. Additionally, we support our staff in effectively carrying out safeguarding work by providing targeted learning opportunities, resources, and professional supervision.
- 3.4 This year, we have made significant progress in collaborating with colleagues from Children and Learning Services to strengthen pathways for young people at risk of harm during transitions between services. Together, we offer a range of services for young people aged 18 to 25. Based on national evidence and research, we are focusing our initial efforts on three groups: young people with care experience,

young people with disabilities and special educational needs, and those who have passed through the youth justice system.

3.5 Examples of our work include:

- Treating care experience a protected characteristic to ensure that additional protections and supports can be implemented for children leaving care, including local policies on housing and access to financial support to promote independence.
- Our Mind the Gap project provides robust, community-based support for young people transitioning from children's to adult mental health services.
- Our Evolve project supports 18 to 25-year-olds at risk from youth violence and exploitation.
- We have high ambitions for our young people and are actively working on further plans to ensure transitional safety and security for any young person in need. We view our emerging adults early help model as a key vehicle for change, partnering with established family early help teams to facilitate safe transitions for young people up to age 25, as needed.

Quality Assurance

3.6 The Care Quality Commission (CQC) announced its intention to assess Camden's Adult Social Care Directorate on 24 June 2024. We submitted our information return on the 12 July 2024 marking the first stage of the assessment process. This submission included a comprehensive suite of evidence covering 38 specified areas of interest aligned with the four CQC themes:

- Working with people
- Providing support
- Ensuring safety
- Leadership

3.7 The key document from this first stage is our Self-Assessment, which provides a comprehensive overview of our strengths and achievements, as well as highlighting our challenges and areas of focus across the four themes. This assessment is supported by robust evidence and in-depth engagement with staff, residents, and partners. The data and evidence compiled for the information return are now being continuously updated and reviewed to ensure we maintain a current and accurate picture of the work taking place across Adult Social Care in Camden.

3.8 CQC will conduct an on-site visit to Camden in November 2024. They will undertake a range of research activities, including in-person interviews and requests for examples of our casework, which will be reviewed alongside the documentation we have submitted. We have shared updates regarding our assessment, including key messages from our self-assessment, with our provider partners, colleagues in the voluntary and community sectors, and other stakeholders. Between now and their visit, CQC will reach out to providers and stakeholders for additional input. Preparations for the on-site phase of the assessment are ongoing, and various staff engagement sessions are being held to keep colleagues informed of progress and to support those who will meet with inspectors.

Transforming and Investing in How We Work and Deliver Support

3.9 There has been significant progress since last year's annual report update on **Adult Early Help**. The review of our organisational approach has transitioned from the design and discovery phase to the implementation phase of a practical cross-

council pilot aimed at transforming the way we think about care and support in Camden.

- 3.10 Four Adult Early Help Pilot Workers and one Pilot Lead have been recruited and will begin their roles between September and October. While the pilot team is based within Adult Social Care, it is important to note that this is a council-wide initiative, supported by a project team within the Strategy and Design Service. The Council is investing £394,008 over the 18-month duration of the pilot.
- 3.11 The team will work with between 16 and 40 residents over the course of the pilot, providing relational and holistic support. Each Adult Early Help Pilot Worker will work with up to four individuals at a time, utilizing a discretionary budget that can be accessed based on discussions with residents and identified outcomes.
- 3.12 Extensive research has been conducted to understand the residents who are underserved by our current system. The pilot targets adults who are facing, or at risk of facing, overwhelming challenges due to competing stresses in their lives, and who may be experiencing multiple disadvantages that put them at risk of falling through the cracks of support or ineligibility for statutory assistance. These individuals are likely to have a range of complex needs.
- 3.13 Starting in October, the pilot team will collaborate with services and selected Voluntary and Community Sector organisations to identify residents who can join the pilot. The team will focus on the issues that matter most to these residents, ensuring their voices are heard and preventing them from being passed from service to service.
- 3.14 In addition to the project team, the pilot team will be supported by a group of peer mentors with operational knowledge of early help approaches. These mentors can help resolve issues, offer advice, and share insights. An Adult Early Help Sounding Board, composed of strategic leads focused on early help and prevention, will also continue to guide the pilot, providing strategic insights and connections.
- 3.15 Taking a neighbourhood approach is essential to the success of Adult Early Help. It is envisioned that the pilot team will spend much of their time in the community—at libraries and other community assets—meeting and supporting residents in environments where they feel most comfortable. The Adult Early Help pilot team will build connections and collaborate with the Voluntary and Community Sector, which brings a wealth of experience in early help.
- 3.16 The pilot will operate under a test-and-learn framework outside current service structures, adapting and evolving their approach as the initiative progresses. The impact on resident outcomes and the overall system will be evaluated throughout the pilot's duration. An evaluation framework has been designed in collaboration with the Council's Insight Learning and Impact Team and the Health and Wellbeing department. This team will work closely with the project team to surface insights about effective working methods and preventative strategies. No predetermined outcomes have been established for the pilot; instead, recommendations will be developed as the pilot unfolds.
- 3.17 The **Supporting People Connecting Communities Accommodation Plan** for this year builds on our commitment to recognising that 'housing is central to care and our lives,' as highlighted in the Supporting People Connecting Communities (SPCC) strategic plan. Earlier this year, the SPCC Board signed off our ambitions that we are aiming to take forward over the next ten years. We have furthered our

understanding of the long-term accommodation needs of people currently drawing on our care and continue to plan for residents who may need care and support in the future.

- 3.18 This year, our focus has been on finalising our plans and working more closely with colleagues in Children and Learning, as well as Housing, to understand the needs of residents who seek support across organisational divisions. We have initiated a cross-council Implementation Board to bring people together and break down the silos across accommodation-based portfolios, transformation programmes, and departmental teams. The Board will ensure that strategic and operational links at the project level are aligned and will serve as a catalyst for future work aimed at continuous improvement, such as mapping pathways, identifying gaps, examining transitions, involving Adult Early Help, and addressing the single adult pathway, autism, and housing.
- 3.19 Over the past year, we insourced Mora Burnet House, a 36-bed Extra Care service supporting people in Camden. Our approach at Mora Burnet House draws on the lessons learned from our innovative work at Charlie Ratchford Court. We have initiated a plan for significant engagement and co-production with colleagues, stakeholders, and residents with lived experience to redesign our Mental Health Supported Accommodation Pathway. Recently, we expanded our Camden Shared Lives offer to include individuals accessing mental health services and are exploring how Shared Lives can reduce the risk of homelessness for refugees and asylum seekers, providing a supportive home environment after a period of significant change and uncertainty. Additionally, we reinforced our commitment to Shared Lives carers by agreeing to exempt them from Council Tax at the February Cabinet meeting this year.
- 3.20 We have also developed a new approach to supporting residents with hoarding behaviours, enabling them to live safely and independently in their homes. This strategy was crafted with input from residents and colleagues across Adult Social Care, Housing, Mental Health practitioners, Environmental Health, pest control, and waste services to redesign the existing support. Beginning in early 2025, we will deliver a deep-clean, decluttering, and therapeutic support service for individuals with hoarding behaviour through a new trauma-informed, person-centred, and 'Team Around Me' multidisciplinary approach. The services will include therapeutic support, training, and peer support to enhance understanding of hoarding behaviour and address the root causes alongside our residents.
- 3.21 Adult Social Care's programme to transform **Care and Support at Home** is closely linked to the Accommodation Plan and is fundamentally redefining how residents draw on support in their own homes. Approximately 3,500 residents draw on care and support at home each year, enabling them to live safely and maintain independence within their local communities. In addition, around 1,250 residents draw on short-term reablement services in Camden each year. The transformation programme continues for another 3 years from 2025. It will allow for important 'test and learn' approaches to be embedded in well-established services.
- 3.22 The anticipated transformation will align with other key and interconnected projects, such as the development of our integrated neighbourhood teams, the Supporting People Connecting Communities Accommodation Plan, and the expansion of a strengths-based approach that focuses on what matters most to residents, their networks, and the community. Our current plan includes specific focus areas on Reablement, Direct Payments, Co-production, and finding meaningful ways to measure the impact for residents drawing on care and support. We have recently

launched our in-house 'support at home' pilot, designed to assist residents who have disengaged from services and would benefit from individualised and flexible care and support. This approach is modelled after our work at Bramshurst, a supported living service that provides care to adults living in a block of flats on the Abbey Road Estate. Residents at Bramshurst have physical disabilities, acquired brain injuries, and other neurological complexities. They are supported to live semi-independently in their flats, with a dedicated team of staff providing comprehensive care that addresses daily living needs, as well as health and social requirements.

- 3.23 This year, Adult Social Care Commissioning has been working with a design agency to better understand the key challenges and opportunities for improvement in our homecare market. Initially, we worked in-depth with one provider, Hartwig Care, which is our neighbourhood homecare provider in the northern part of the borough. Through this collaboration, we have gathered a significant amount of information and narratives about people's lives and how they would like to see improvements made for them.
- 3.24 In addition, we have set up a fortnightly care worker forum to provide a safe space for care workers to meet and build relationships in what can otherwise be an isolating role. During the forums, care workers are leading the co-design of areas for improvement for Hartwig Care, which are then being trialled with support from the leadership team. Our aim is to better support care staff in performing their roles to the best of their ability, facilitate cultural sharing among care staff and residents through food and cooking together, and help residents access their local communities. Moving forward, the design agency is set to start working with a second homecare provider in November 2024.
- 3.25 Moreover, the commissioning team will hold workshops with each neighbourhood homecare provider (five in total), as well as with each of the three area providers of reablement, in order to plan their direction of travel over the next two years. These workshops will provide an opportunity for the providers to commit to trialling new ways of working that align with our strategic priorities and to inform our commissioning intentions for the future. This will bring us to 30 September 2026, by which time all care and support at home will have new contracts in place following a competitive round of commissioning. Throughout this process, options for in-house provision will be fully considered.
- 3.26 Meanwhile, the in-house pilot project has been launched and has received two referrals to date. The in-house pilot project offers person-centred care for people who have not thrived in the current health and care system, taking a team approach to support them. Starting small to focus our efforts and ensure our work is done well, the team aims to grow and support more residents in this way over time. The staff delivering the service will be based at Bramshurst, which provides support to residents with Acquired Brain Injury (ABI).
- 3.27 As we continue to prioritise the importance of housing and community support in enhancing the lives of our residents, our focus on innovative care models extends to the **Camden Learning Disability Service (CLDS)**. Throughout the financial year 2023/24, CLDS has prioritised activities aimed at addressing the impact of COVID-19, reducing waiting lists, and managing the increasing number of individuals contacting the service. Many of these individuals were in crisis, which contributed to a rise in admissions to crisis care.
- 3.28 Camden has a longstanding tradition of co-production in services for people with learning disabilities. The Council funds an Experts by Experience group, consisting

of approximately eight members who are paid employees of their host voluntary organisation. A regular programme of engagement with people with learning disabilities in Camden is implemented, and a co-production approach is adopted whenever possible. All planning and engagement meetings are now held in person, with the option for family carers or individuals with learning disabilities to join remotely. Professionals are expected to attend in person.

- 3.29 Engagement mechanisms include:
- Planning Together, the Learning Disability Partnership Board, which is managed by the integrated commissioning team and co-chaired by the Head of CLDS.
 - Synergy, an LD Experts by Experience service, commissioned from the Advocacy Project
 - Speaking Up groups, developed by the Experts by Experience service.
 - Attendance at monthly Carers Centre Family Members reference group
 - Attendance at Preparation for Adulthood events
 - The annual HealthFest run by CLDS
 - CLDS support the monthly provider forum lead by the integrated commissioning team
 - A new feedback mechanism in the supported living contracts to ensure the resident and carer voice is much more strongly represented in contract monitoring
 - Friends and Family Test monitoring via North London Mental Health Partnership
- 3.30 CLDS's **Living a Good Life** project focuses on fostering strong and valued friendships, supporting personal growth and development, and enabling individuals to engage in meaningful activities. As part of this initiative, we are collaborating with floating support, day services, and activity providers across Camden to develop a strengths-based, community-focused offer. Individuals with learning disabilities require a variety of support models to truly "live a good life." This project aims to integrate these diverse support models into a cohesive continuum, based on a shared approach to person-centred planning, rather than offering discrete and separate services that lack interconnectivity and interdependence.
- 3.31 Implementation strategies include creating person-centred plans that are accessible to all services, embedding a growth-oriented support model, establishing a single point of access for all services, and introducing roles such as Work Ready Coaches and Learning Disability Job Hub Advisors. The Work Ready Coach helps individuals with learning disabilities develop skills in budgeting, workplace readiness, and independent travel. Provider partners collaborate with CLDS to offer a wide range of day opportunities and foster meaningful friendships for people with learning disabilities.
- 3.32 This year, the Good Work Camden Disability Job Hub, launched in April 2023, has successfully onboarded over 75 residents, leading to 8 securing paid employment, 7 gaining work experience, and 10 accessing education and training. The Hub has implemented comprehensive reasonable adjustments assessments and provided Disability Equality training for staff and local employers, with final sessions scheduled for September 2024. Additionally, an 8-week Skills for Work training program for residents with learning disabilities has been initiated, alongside the Camden Autism Pathways to Employment course, which offers peer mentorship and employability support for autistic residents. These initiatives demonstrate our ongoing commitment to helping individuals with health conditions achieve meaningful employment.

- 3.33 As we enhance support for individuals with learning disabilities and transform care models, it is equally important to recognise and support the vital role of caregivers. The **Carers Action Plan** aims to address the needs of those who provide care, ensuring they have the resources, recognition, and support necessary to thrive. This plan focuses on developing targeted strategies that empower carers, enhance their wellbeing, and improve their overall experience while balancing the demands of caregiving with their own personal lives.
- 3.34 The Carers Action Plan is a commitment to better recognise and support carers. It aims to enable all services within the Camden Borough Partnership to collaborate effectively in meeting the needs of carers. This plan reflects a whole-system approach, which will also be essential for providing effective support to carers. The plan was launched during a themed debate at the Full Council meeting in July, where five carers and former carers shared their lived experiences. There was strong collective support for the Carers Action Plan, with many Councillors expressing their desire to address the meeting and pose questions to the speakers.
- 3.35 One of the three dedicated posts for supporting the implementation phase of the Carers Action Plan and the development of the Borough Partnership Carers Board has been filled by the Carers Project Lead, who started in September. The recruitment process for the remaining two posts is underway.
- 3.36 The Carers Action Plan has been co-produced at every stage, and these collaborative activities are ongoing. In addition to reaching out to and identifying more carers through various communication channels and events, such as community centre groups, the focus remains on the Borough Partnership Carers Board and the commissioning of the new carers support contract.
- 3.37 To ensure shared responsibility for the action plan across all organisations within the Camden Borough Partnership, a Carers Partnership Board will be established, named the Borough Partnership Carers Board. This board will be chaired by carers and will include senior representatives from organisations within the Camden Borough Partnership. It will be responsible for reviewing and tracking the progress of action plan priorities and ensuring that organisations are accountable for their roles in its delivery. Progress is on track to hold the first meeting of the Board by the end of the year, and a group led by carers has been convened to develop arrangements, including drafting the terms of reference.
- 3.38 The current carers support contract will end on 31 March 2025, and the proposal for the future contract will be presented to the Cabinet in October 2024. Following approval, the services will undergo a tender process, with the proposed service reflecting the principles and priorities outlined in the Carers Action Plan.
- 3.39 Building on our commitment to collaboration, Adult Social Care remains dedicated to working closely with residents and communities to co-design effective solutions. Our focus on participation and co-production has driven us to further develop our **Co-Production Framework**, ensuring that the principles of co-production are not only understood but actively practiced across all our services. This year, we are excited to share the progress we've made and the positive impacts of this framework in fostering meaningful engagement and enhancing community-led initiatives.
- 3.40 In July 2024, Camden's Adult Social Care launched the new Co-Production Framework, Moving Forward Together. This framework outlines our commitment to strengthening partnerships with residents across Camden's services. It was co-

developed with individuals who have lived experience of our care and support services, including family members, carers, and both internal and external colleagues.

- 3.41 Residents involved in the framework shared the following about their experience:
- a) “As a mental health service user and also a carer for someone with mental health issues, I felt that co-production and being part of the framework project has given me the voice and the confidence to put forward my thoughts and ideas in order to bring about a better Adult Social Care service in Camden. I wanted to be a part of the change process regarding the way in which Adult Social Care in Camden is developing and improving. Not just allowing Camden to present us residents and users/recipients of Adult Social Care with a service, but being actively involved in producing that service”.
 - b) “Co-production is great, and you learn so much. It works best when we input from a lay perspective to improve Adult Social Care. The professionals and service users work together on various topics and produce a more user-friendly approach to the document or whatever you are coproducing. Co-production really helps with the work of Adult Social Care, and everyone contributes in an equal way with no hierarchy. It is the way forward for Camden Council’s work.”
- 3.42 The framework is supported by three key documents that articulate our vision for co-production in Camden, highlight five critical areas of focus, and detail the collaborative process that guided its development. Our five priority areas for co-production in Camden are:
- Understanding and Confidence
 - Cultural Growth
 - Equity and Inequalities
 - Greater Power Sharing
 - Monitoring and Evaluation
- These areas will serve as the foundation for our efforts to foster meaningful partnerships and drive positive change within our communities.
- 3.43 To ensure effective implementation, an action plan has been developed to track progress against these priorities. Several workstreams have also been established to take this work forward, with ongoing involvement from residents who helped shape the framework.
- 3.44 Recent Actions include:
- Co-Production Toolkit
We are developing a toolkit to equip staff and partners with practical resources for implementing the framework and collaborating effectively with residents. On 11 September 2024, a staff focus group co-facilitated by two residents was held. This session enabled staff to explore how to integrate the framework into their roles, discuss challenges and solutions, and provide input on the toolkit’s contents.
 - Training
In partnership with residents, Synergy (Camden’s Experts-by-Experience service for adults with learning disabilities), and a Good Practice Mentor, we are creating co-production training for both staff and residents. We plan to begin rolling out these training sessions through our Learning and Development programme by Spring 2025.

- Power Sharing
We have organised outreach activities and visits to local services to shape our strategic approach to power sharing and promote diversity within co-production groups. Upcoming visits include Esther Randall Court (Extra Care Service), Centre 404 (support for adults with learning disabilities and autism), and Charlie Ratchford Court (Extra Care Service).
- Evaluation and Monitoring
The co-production group Forward Camden has finalised a monitoring form to capture data on our co-production efforts across Adult Social Care and with provider partners. We are also collaborating with residents to co-develop evaluation measures focused on both the process and impact of co-production, which will be integrated into the Good Life Camden Framework. This collaborative approach ensures that residents continue to play an active role in shaping the future of adult social care in Camden.

3.45 In response to the ongoing workforce challenges within social care, we recognise that nurturing our workforce is vital to achieving our strategic priorities. This year, we advanced the **Adult Social Care Workforce Strategy**, which encompasses not only our internal workforce but also those in commissioned services, jointly funded roles, personal assistants, and healthcare settings. By fostering a supportive and skilled workforce, we aim to enhance the overall quality of care and support across our services.

3.46 Adult Social Care faces numerous workforce challenges at both national and local levels, and these challenges will continue to grow as demand inevitably increases. It is essential that we adopt a planned and strategic approach to developing a workforce rich in both numbers and skills to meet current and future demands.

3.47 This strategy emphasises collaboration not only among council staff but also with other employers, such as personal assistants and commissioned providers, as well as workforce leads at sub-regional and national levels. Through engagement, 5 key priorities have been identified to help us deliver on our vision.

- a) Tackling inequalities and supporting staff with protected characteristics
 - Fair provision of reward and recognition
 - A diverse workforce at all levels
 - Staff are listened to and protected from discrimination
- b) Learning development and progression
 - Comprehensive L&D offer that supports professional development
 - A culture of systemic and individual learning
 - Clear and identifiable progression pathways
- c) Recruitment
 - Innovative and tailored recruitment processes
 - Demand modelling informs requirements
 - A range of contract types and flexible working arrangements are available
 - Adult Social Care have a business-focused approach to working with agencies
- d) Staff wellbeing and recognition
 - Staff are celebrated
 - Resources and support are available
 - Staff are connected to and understand decision making
 - Quality supervision
- e) Working with our commissioned providers
 - A stable workforce

- Working in partnership
- Effective recruitment
- Empowered staff

4. Health in all Policies: Camden as a Population Health Borough

4.1 Camden aims to become a population health-driven organisation, which means we consider all factors that influence people's health. By working closely together across all four pillars of population health, we can lay the groundwork to reduce health inequalities and improve overall health outcomes for our community.

Pillar 1: The Social Determinants of Health

Employment

4.2 Supporting residents in securing good employment is a priority of the Health and Wellbeing Strategy 2022-30, recognising that employment is a key social determinant of health. Over the past year, we have been working to better understand the employment landscape in Camden, bringing together stakeholders and partners to enhance collaboration across the system and improve the local employment offer.

4.3 Guided by the findings of a needs assessment conducted last year, we held a workshop with stakeholders from employment and health services to explore the challenges of helping residents secure good jobs and identify opportunities for improvement. Following this workshop, Camden's Health and Wellbeing Department convened a group of partners to develop a list of actionable priorities based on the identified challenges. This approach ensures that our efforts are aligned with resident needs and maximise opportunities for positive change.

4.4 The partnership group consists of stakeholders, including Council colleagues from Good Work Camden, VCS organisations, NHS representatives, and other statutory staff. The group is committed to ensuring that new programmes are effectively integrated into our existing service offerings and are clear and easily understood by service users and those referring individuals for support. To achieve this, the partnership group has begun identifying key actions, including:

- Mapping of services delivering employer engagement work to avoid duplication and improve collaboration
- Developing an awareness-building initiative to reduce stigma and improve understanding of health issues and how to accommodate them

4.5 This priority has been presented to the Health and Wellbeing Board twice, most recently in September 2024, prompting an engaging discussion among partners working across the health system, including:

- The possibility of GPs signposting residents to local support when issuing sicknotes to prevent long-term unemployment
- Enhancing support for residents to help them understand and navigate NHS employment recruitment processes

Loneliness, Social Isolation, and Community Connectedness

4.6 Improving community connectedness and reducing loneliness among Camden residents is a priority of the Health and Wellbeing Strategy 2022-30 and a recognised challenge in We Make Camden.

- 4.7 Over the past year, a multi-agency partnership working group has been established to advance several key recommendations based on the findings of an in-depth needs assessment and stakeholder workshop.
- 4.8 Significant progress has been made towards achieving this strategic aim, including:
- The development and delivery of a social isolation and loneliness webinar -- aimed at equipping front-line staff with the skills to better understand loneliness, identify it, engage with residents in a non-stigmatising manner, and provide basic signposting and support. This webinar has been offered to social care staff during national Social Work Week, across the council during national Loneliness Awareness Week, and to the Voluntary Action Camden-led VCS Forum. Plans are in place to continue these sessions for other teams, including library and sports and leisure staff.
 - The creation of a borough-wide communications campaign -- set to launch in Autumn/Winter 2025. This campaign aims to raise awareness of loneliness, reduce the stigma associated with it, and support connections among residents by signposting them to activities.

Pillar 2: Your Experience of Health and Care Services

Childhood Immunisations

- 4.9 Improving childhood immunisation rates is a strategic priority for the Camden Health and Wellbeing Board, the Camden Borough Partnership, and the North Central London (NCL) Integrated Care System (ICS). Camden has historically faced some of the lowest immunisation rates in the country, prompting us to adopt a population health approach to address these inequalities.
- 4.10 Over the past five years, there has been a gradual increase in the number of children aged 1 who have received their recommended vaccinations. However, progress for children aged 2 has been slower, and we continue to encounter challenges with immunisation rates for those aged 5. To better understand these issues, we are collaborating with our NCL Integrated Care Board (ICB) colleagues and GP practices with high numbers of unvaccinated children. This partnership aims to identify data issues and explore strategies to enhance immunisation uptake. Additionally, we are seeking access to patient-level immunisation records for our school nursing team and health visitors, enabling proactive engagement with parents and guardians.
- 4.11 This year has seen a national increase in vaccine-preventable diseases like whooping cough and measles. Therefore, improving immunisation rates is essential for preventing transmission. We are actively engaging with local communities and service providers to enhance access to immunisation services. MMR vaccinations have been promoted through various channels, including social media, resident bulletins, electronic billboards, and translated leaflets distributed via GPs, libraries, and community events.
- 4.12 Our strategy includes parent champions, health improvement staff, and school nurses who promote MMR vaccination during baby bonding sessions. We have informed headteachers about the rise in measles cases and the need for better MMR uptake, while also partnering with Vaccination UK for school-age immunisations.
- 4.13 Outreach MMR clinics and information sessions have been conducted in collaboration with NCL ICB, University College London Hospital (UCLH), and family

hubs. We've strengthened connections with the Bangladeshi and Somali communities, hosting coffee mornings where community GPs provide vaccination information.

- 4.14 We also work with asylum seekers and refugees in contingency hotels to promote childhood vaccinations and ensure GP registration. Training has been provided to staff about MMR vaccination and measles preparedness.
- 4.15 At New Horizons, a pan-London centre for young people experiencing homelessness, we've held information sessions and vaccination opportunities, engaging young people on GP registration and vaccination access.
- 4.16 To raise awareness of the whooping cough outbreak, we've shared national and ICB communications across digital channels and the Family Hubs website. Furthermore, we are collaborating with maternity services to clarify vaccine information for residents.
- 4.17 Finally, we have refreshed the Camden Immunisation Group, co-chaired by the NCL ICB Assistant Director for Prevention & Vaccination and our Public Health Consultants, to identify areas for improvement and develop effective interventions to boost immunisation uptake within our community.

New Adult Integrated Drug and Alcohol Services – CGL Camden

- 4.18 Change, Grow, Live (CGL) has been the provider of Camden's adult integrated drug and alcohol services for several years, offering comprehensive support to residents aged 18 and over who are struggling with substance use. This service, which includes the street outreach programme "Routes off The Streets," focuses on not only those in need of treatment but also provides guidance to friends and family.
- 4.19 CGL addresses a wide range of substance-related issues, from alcohol and drug misuse (including prescription medications) to their impact on mental and physical health. Treatment options encompass advice on overdose prevention, emotional support, medically-assisted treatment, peer support, and onward referrals to specialist services. In collaboration with local stakeholders, CGL is expanding its support model to assist loved ones affected by substance misuse, further enhancing its community-focused approach.
- 4.20 In addition to CGL's primary services, Via Care (formerly WDP) provides targeted support for individuals experiencing homelessness. Funded by the Rough Sleeping Drug and Alcohol Treatment Grant (RSDATG), this team delivers trauma-informed care directly to those sleeping on the streets or in open spaces. Operating in various locations chosen by clients, the service ensures personalised support, including rapid prescribing of opiate substitutes, health and wellness advice, and one-on-one assistance with keyworkers. The team, comprising diverse professionals, collaborates with outreach services to engage rough sleepers, offering incentives like the Capital Card to encourage treatment participation. This model has proven effective, with a caseload of 20 to 30 individuals at any given time, reflecting a commitment to intensive, responsive care.
- 4.21 In its first year, CGL Camden focused on stabilising service delivery, transferring users from previous providers, and establishing a new site. The team has actively engaged with partners, including mental health services and community organisations, to raise awareness and streamline referral processes. Amidst rising opioid misuse, CGL implemented urgent training for hostel staff and launched peer-

led harm reduction initiatives, including naloxone distribution. The service has prioritised increasing treatment access, particularly for those in precarious housing situations, and has introduced innovative approaches like telehealth services and expanded evening assessment slots to facilitate quicker entry into care.

- 4.22 CGL Camden has successfully supported over 1,640 residents, with positive feedback regarding the new facilities and service environment. Recent evaluations, including a visit from the Care Quality Commission, have affirmed the quality of care provided. Notably, continuity of care for individuals leaving prison has significantly improved, rising from 27% to 48% over the year, exceeding the average for London. The distribution of 600 naloxone kits further highlights the proactive steps taken to address substance misuse in the community. As Camden continues to navigate the challenges of substance use, CGL remains committed to implementing effective interventions that promote recovery and support the most vulnerable residents.

Pillar 3: Your Lifestyle and Behaviours

Get Active Specialists

- 4.23 Get Active is a physical activity service designed for inactive adults living with long-term health conditions and disabilities. This service has been piloted at five GP practices in Camden, where residents receive support through evidence-based behaviour change techniques, health coaching, and motivational interviewing.
- 4.24 The evaluation of the two-year pilot shows that after three months, participants more than tripled their average weekly physical activity, increasing from 40 minutes to 179 minutes. Notably, participants were likely to maintain this behaviour change even at the 12-month mark. These results stand in contrast to traditional exercise referral programmes, which are often gym-based and do not provide the same level of behavioural support. Additionally, 44% of participants identified as Black, Asian, or from other ethnic groups, demonstrating good outreach to diverse communities.
- 4.25 In the second year of the pilot, Get Active engaged with 445 new residents across Camden and Islington, totalling 810 participants over the two-year period. One Camden resident shared, *“The routines I was guided through helped me avoid faintness, build my capacity for aerobic exercise, and ultimately gain fitness and lose weight in a managed way over the course of a year. This process has greatly enhanced my self-confidence.”* GPs and health professionals have highlighted the motivational and confidence-building aspects of the service as particularly valuable. They found it easy to refer patients to the programme, regardless of their ability or the types of co-morbidities or disabilities they had.

Shape Up with Arsenal

- 4.26 Shape Up is a weight management service for men delivered by Arsenal in the Community. The programme is based on strong research and evidence showing that a behaviour change initiative led by male staff connected to a local football club can achieve excellent weight loss outcomes.
- 4.27 Since its launch in September 2022, seven Shape Up programmes have been run in Camden, with 90 residents completing the courses. Notably, three out of four participants (73%) lost more than 3% of their starting weight. Feedback indicates that Shape Up empowers participants to set goals and make sustainable changes to their nutrition and physical activity levels.

- 4.28 One participant shared their experience, highlighting the positive mental and physical health benefits of Shape Up: *“I feel more positive after Shape Up. My concentration has improved. I wake up earlier and accomplish more each day; I feel more enthused and happier. I’ve also just had my HbA1c test re-taken for my diabetes. Before Shape Up, my score was 59, and now it’s down to 47.”* HbA1c is a test that measures blood glucose levels, with a target score of 48 or under for those living with diabetes.

The Active for Life Campaign

- 4.29 There is compelling evidence that active living in later life promotes independence, well-being, and quality of life. However, many people are not fully benefiting from enjoyable activities that can easily fit into their daily routines. To address this, Camden launched the Active for Life Campaign this year, promoting a variety of free and low-cost activities available to all residents aged 60+. The campaign also offers 12 weeks of support for those who sign up to help them develop an active habit.
- 4.30 More than 600 residents registered, significantly exceeding our expectations. Additionally, ongoing communications have seen a much higher open rate than typically experienced with Council newsletters. The campaign has been promoted through digital and printed materials, events, and collaboration with the seven VCS partners who applied to be part of the initiative.
- 4.31 Initial analysis indicates that residents found the campaign instilled confidence to try new activities, facilitated connections with others, and provided clear messaging about the benefits of staying active. One participant noted that the campaign demonstrated that *“someone can start exercising at any point in their life, even if they have never done anything before—it’s never too late to start.”* Another participant shared, *“The best part was being introduced to new activities like table tennis. It was brilliant; everyone who attended really enjoyed it.”*
- 4.32 Following the campaign, a broader physical activity programme for older adults will be developed in collaboration with VCS partners.

Stop Smoking Support

- 4.33 Smoking remains the leading cause of health inequalities. Although smoking rates in Camden have been declining, it remains significantly more prevalent among individuals with lower incomes and those with serious health conditions.
- 4.34 The *Breathe* community smoking cessation service, operated by Central and North West London NHS Trust (CNWL), achieved 464 successful quits in its first year—24% above the target of 375. The success rate, defined as the proportion of people who quit relative to those who set a quit date, was 59.3%, slightly below the target of 60%.
- 4.35 This year, the Government has allocated an additional £171,500 to Camden for smoking cessation efforts. Most of these funds will be directed toward increasing capacity at Breathe, allowing more smokers to receive support, particularly those with long-term health conditions. Funding will also facilitate co-created communications targeting groups that are less likely to quit and contribute to the pan-London “Swap to Stop” initiative. This scheme provides smokers who are not ready to quit with a free refillable vape device and a 12-week supply of vape liquid. Additionally, the Council has received 70 vape starter packs (including a refillable

device and a 12-week supply of vape liquid) to assist smokers in our Integrated Substance Misuse Service in their quitting efforts. It is important to note that vaping is only recommended for adult smokers as a means to transition away from smoking and ultimately quit.

- 4.36 We are currently reviewing our smoking cessation services in primary care with clinicians. Recently, the number of quit dates set and successful quits achieved has declined, prompting us to explore an improved model for 2025/26. This may involve collaboration with VCS organisations to support smokers in quitting through trusted communications and connections.

Services Commissioned from GPs - General Practice and Pharmacy Services

- 4.37 Health and Wellbeing (Public Health) commissions general practitioners (GPs) to provide a range of evidence-based behaviour change services that are integral to Camden's broader preventative and treatment offerings. These Locally Commissioned Services (LCS) aim to achieve the key objectives outlined in Camden's local strategies and plans, which prioritise "prevention," "tackling inequalities and disproportionality," and our long-term ambition for "everyone in Camden to live a healthy and independent life." Services offered include NHS Health Checks, Sexual Health, Long-Acting Reversible Contraception (LARC), Drug Misuse Support, and Smoking Cessation.
- 4.38 By engaging general practices as providers, we ensure broad population health coverage and facilitate access to these essential services. This also allows for opportunistic referrals to additional health and wellbeing services during routine visits. All practices in Camden are commissioned to offer NHS Health Checks, and currently, at least 80% of Camden practices are signed up to provide Smoking Cessation and Sexual Health services to residents. Additionally, Health and Wellbeing commissions pharmacies to deliver a variety of preventative services, including the Needle Exchange programme, Stop Smoking services, Supervised Self-Administration of Opiate Substitutes, and Emergency Hormonal Contraception.
- 4.39 Performance reviews indicate a recovery in activity levels post-pandemic for certain services, such as NHS Health Checks and LARC, though there are variations across borough practices. Similar performance trends are observed in pharmacy-based services. Further evaluation is underway to understand trends in service provision, coverage, uptake, and equity impact, as data allows. A service improvement action plan is being implemented in collaboration with the Integrated Care Board, Local Medical Committee, and Local Pharmaceutical Committee.

Pillar 4: The Places and Communities You Live In

Community Champions

- 4.40 The three Community Champions programmes in Kentish Town, Kilburn, and Regent's Park continue to thrive. Recently, an external evaluation found that these programmes have significantly contributed to improved health and wellbeing, enhanced the capabilities and agency of champions, and mobilised strengths and assets within the communities. The connections forged between the communities and the council have facilitated learning exchanges and co-production on community priorities. Examples of the Community Champions' impact include:
- 4.41 In Regent's Park, one community champion began by volunteering at the Old Diorama Arts Centre, which led to the commissioning of artwork and conducting

workshops. This experience was more than just a job; it fostered confidence, personal growth, and visibility within the community. *"Working at ODAC was my dream job, and now I'm doing it, and I couldn't be happier!"*

- 4.42 In Kentish Town, a qualified health coach runs healthy eating workshops in the area, supported by the Community Champion Coordinator. *"It's so hard to engage the community, even with a free offer. Especially with healthy eating, people think it will be boring. Having a champion connected to the local community saves so much time. It helps to have someone who can bring people in, knows them, and can communicate effectively."*
- 4.43 In Kilburn, a member of a Community Champions-supported knitting club rarely leaves home except to attend this club. She learned to knit and is now creating baby clothes to donate to Great Ormond Street Hospital, which brings her great satisfaction. *"Now we are starting to make things to give away. I want us to start making hats and scarves for the homeless. If I can get funding for jumbo needles, we can make blankets. There are many people sleeping rough around here."*
- 4.44 Starting in April 2026, we will expand the Community Champions programme in each of the five neighbourhoods, closely collaborating with a new "Youth Community Champions" project. Building on the evaluation findings, the programme will aim to further enhance the health and wellbeing of residents.

Homelessness Transformation

- 4.45 Camden has a high rate of homelessness compared to other boroughs, largely due to its status as an inner London area facing an acute shortage of affordable housing and a relatively high cost of living.
- 4.46 The Homelessness System Transformation is a programme aimed at implementing a more integrated and relational approach to addressing homelessness in Camden. In the last year, colleagues across Health and Wellbeing, Adult Social Care, Housing, and the NHS have worked with a group of people with lived experience (known as co-producers) to develop and integrate work on the five 'system priority areas.' The programme has designed and is delivering:
- A Personal Passport - a document that enables people to record and share their own story and what support works for them, which is now being used across multiple homelessness and outreach services
 - An advice booklet - providing both lived and learned expertise on what to do when experiencing homelessness or at risk of becoming homeless
 - A mental health pathway map - an accessible resource to improve understanding of available services for people experiencing homelessness and how to access them
 - Team Around Me approach – over 160 people have been trained in this collaborative way of working to support homeless people
 - A Trauma-Informed Framework - a tool that has been developed to define what we mean by trauma-informed care and to help people, teams, and services evaluate and improve their offerings in line with this standard
- 4.47 Alongside the Integrated Care Board, Primary Care, Social Services, mental health services, Acute Care teams, and homelessness teams, we are supporting the design of a sustainable and integrated health and care model for people experiencing homelessness. Our support is informed by feedback from those who have used or worked in Camden's health and care services.

- 4.48 Two partnership events have been held for system partners to come together, contribute, and share ideas. At July's event, 71 committed colleagues and co-producers were in attendance, focusing on gathering contributions for Camden Council's Homelessness and Rough Sleeping Strategy, which is up for renewal at the end of this year.
- 4.49 As this programme of work enters its third year, we have taken the opportunity to conduct an evaluation. The evaluation aims to capture both the outcomes of the programme (such as changes in access to and quality of homelessness services) and to understand how the programme and its components have been implemented and delivered, including the process of working alongside people with lived experiences to co-produce these developments and the use of a collaborative, system-wide approach. Results will be shared this winter.

5. Working Together with the NHS and Local Partners to Deliver Joined Care and Support in Neighbourhoods

- 5.1 In our ongoing commitment to enhancing health, wellbeing, and adult social care, we are proud to highlight our collaborative efforts with the NHS and local partners to deliver integrated care and support in our neighbourhoods. This partnership aims to create a seamless experience for individuals, ensuring that health and social care services are not only accessible but also tailored to meet the diverse needs of our communities. By working together, we are fostering a holistic approach that prioritises prevention, coordination, and responsiveness, ultimately improving the quality of life for our residents. Through various initiatives, we are making significant strides toward delivering comprehensive care that empowers individuals and strengthens our community as a whole.

Integrated Neighbourhood Teams

- 5.2 Integrated Neighbourhood Teams (INTs) represent a significant area of partnership between Camden and NHS partners. These teams embody a new model of multi-disciplinary and multi-agency health and care, operating at the neighbourhood level to provide better-coordinated and more holistic care.
- 5.3 The first INT has been launched as a pilot in the East Neighbourhood based at Kentish Town Health Centre, where staff from adult social care, primary care, and community health services are now co-located. Through regular multi-disciplinary team meetings, team members work together to enhance care for patients with complex needs, including older adults with multiple long-term conditions and individuals facing intricate social and mental health challenges. A key focus will be on proactive measures to prevent ill health.
- 5.4 Ultimately, the goal of our Neighbourhood approach is to foster stronger connections among health and care teams, as well as between health and care and the wider range of council and voluntary sector services, enabling them to respond more effectively to the needs of the communities they serve.

Child Health Equity

- 5.5 The Health and Wellbeing Strategy emphasises giving every child the best start in life by optimising health and wellbeing services for children and young people. In light of rising child poverty, mortality rates, SEND diagnoses, and mental health concerns, we must identify strategies to reverse these trends and reduce inequalities.

- 5.6 Raise Camden is the borough's child health equity programme, a two-year collaboration with Michael Marmot's Institute of Health Equity. In its first year, we focused on identifying test and learn sites and service improvements within the council's existing resources. Moving into the second year, we will develop larger-scale, grant-funded initiatives with academic and voluntary sector partners.
- 5.7 In September, we launched a pilot programme with UCLH and CNWL Health Visiting to establish an A&E follow-up clinic in Family Hubs. This clinic serves families of children under five who frequently visit A&E without acute clinical needs, indicating unmet wider needs that Family Hubs can address. These bi-monthly clinics are co-located with parent volunteering and welfare advice, offering a comprehensive support system.
- 5.8 Additionally, we partnered with UCLH to create a youth champions programme aimed at young people with underlying health conditions. This youth-led initiative will foster connections to their communities, preventing future health inequalities. We also plan to collaborate with UCLH's work experience and employment pipeline team, submitting a joint funding bid to the trust's charity.
- 5.9 In October 2024, we will launch Camden's Equitable Service Programme as part of Reach Camden. This quality improvement initiative integrates equity considerations into everyday operations. We have piloted this approach with the Starting Solids programme, identifying disparities in access and outcomes across different demographic groups. By engaging residents to understand the root causes of inequity, we aim to test solutions that enhance service effectiveness and tackle systemic issues across multiple services.

Mental Health

- 5.10 The Camden Mental Health Day Support Service (CMHDS) provides an innovative integrated health and social care solution for adults with mental health needs. The service, which had a phased opening starting in April 2024 and an official launch in July 2024, is managed by Camden Council under 'Provider Services', with health support provided by the North London Mental Health Partnership.
- 5.11 Designed following a robust engagement exercise, the service features an 'Intensive Day Support' component that delivers high levels of support over shorter periods. This part of the service is staffed by clinical professionals from the North London Mental Health Partnership.
- 5.12 The 'Reablement Day Support' programme offers medium levels of support from adult social care staff, focusing on coping techniques and a self-help approach that promotes social inclusion, builds self-esteem, and encourages goal setting. Meanwhile, the 'Recovery Day Support' component provides longer-term social care aimed at enhancing wellbeing, managing symptoms, and teaching recovery and self-care techniques. Individuals can navigate the entire pathway or be referred to any stage of the service that best meets their needs.
- 5.13 The service operates from the Greenwood Centre in Kentish Town, with certain elements of the 'Wellbeing' service provided by Mind in Camden at Barnes House.
- 5.14 Following a review of Mental Health Social Work arrangements in 2023, we have collaborated with the Mental Health Trust to develop a new neighbourhood model for mental health social work. This model is set to launch in January 2025 and aims

to embed mental health social work within our new neighbourhood multidisciplinary settings. These changes will enhance oversight and assurance for Adult Social Care and ensure that individuals with mental health needs receive high-quality social care support.

6. Collaborative Working and Partnerships Across Sectors

6.1 Our commitment to joint working, partnerships, and coordination spans multiple sectors and portfolios. By fostering collaboration among various organisations, we aim to create a cohesive approach to service delivery. This collaborative framework not only enhances communication and resource sharing but also ensures that our strategies are aligned and effective in meeting the diverse needs of our community. Through these partnerships, we are better positioned to tackle complex challenges and deliver integrated solutions that promote overall wellbeing.

Anti-Social Behaviour Taskforce

6.2 Addressing anti-social behaviour (ASB) is a top priority for our organisation. Everyone deserves to feel safe at home and in their communities, yet ASB has emerged as a significant concern for residents and businesses, as highlighted in our Tenant Participation Programme.

6.3 We acknowledge that ASB is a pervasive issue across Camden Housing Estates, with recurring problems such as drug-related activities, unauthorised access, and noise disturbances affecting many residents.

6.4 In response, we initiated a Camden Council Anti-Social Behaviour Review, jointly sponsored by the three Cabinet Members with responsibility for health and care, housing, and community safety, to better understand and manage complex ASB cases, particularly those linked to mental health. The review identified challenges in case management, information sharing, and enforcement protocols.

6.5 Over the past year, significant efforts have been made to define the issues and engage partners in exploring effective interventions. The Council's ASB Policy has been updated and a comprehensive procedure for managing ASB alongside the Community Safety Service has been developed. A new focus on prevention and early intervention aims to introduce evidence-based strategies that consider the root causes of ASB and the necessary preventative measures.

6.6 New measures have included the formation of an ASB Taskforce pilot. This taskforce, consisting of four dedicated ASB officers, employs an intelligence-led approach to address ASB in the most affected estates and has received positive feedback from residents.

6.7 To support these goals, we developed a Joint Mental Health and Housing Protocol to improve information sharing and facilitate collaborative plans for residents affected by ASB related to mental health issues.

6.8 Finally, joint briefings for Cabinet Members on the ASB taskforce have been implemented to ensure a unified approach. These initiatives reflect Camden's commitment to creating safer communities and taking a holistic approach to tackling ASB.

Camden's Food Mission

- 6.9 In the last 12 months, we initiated our system-building work in the Council, focusing on food security, children and young people's nutrition, balanced diets, and a sustainable food system. Our work includes stronger policy positions such as:
- Restricting new hot food takeaways within 400 meters of schools based on the shortest route rather than "as the crow flies."
 - Promoting the increase of fresh food provision in local markets.
 - Recommending affordable retail spaces with discounts of up to 50% on benchmark rents for standalone units or market stalls.
 - Emphasising the need for storage space for market vendors as a crucial element of the food system.
 - Protecting food and street markets in Camden, recognising their vital role in providing essential food services to the community.
 - Strengthening our commitment to food growing, ensuring the Council supports domestic and community food-growing initiatives.
- 6.10 We have completed Camden's Food Buying Standards to guide all food and catering services purchased by the Council, ensuring they align with our priorities across the food system.
- 6.11 The accelerated food-growing programme has commenced, with a dedicated food growing officer in place to develop Camden's food policies and procedures.
- 6.12 In the coming months, our main focus will be to support the establishment of a Camden Food Partnership to serve as a catalyst for:
- Addressing systemic food insecurity.
 - Facilitating collaborative and strategic action among individuals, businesses, and organisations to mobilise resources.
 - Engaging business and community partners in initiatives that drive systemic change, aligning with our mission to create a sustainable and food-secure borough.
 - Contributing valuable insights and innovations to inform national and global food system transformation efforts.
- 6.13 In addition, we will pursue the following priorities across Camden's food system over the coming months:
- Building a Challenge Prize framework through the Food Mission, a proven method for attracting innovators to develop breakthroughs in systemic change.
 - Collaborating with community organisation Lifeafterhummus to measure and map food waste in the borough.
 - Testing three community kitchen models to ensure the long-term sustainability of community kitchens in Camden.
 - Developing a community food growing network, with a kick-off event hosted by Castlehaven Community Centre.
 - Crafting a strategic narrative for our future school catering vision.

Healthy Weight Acceleration Plan

- 6.14 Camden has developed an ongoing Healthy Weight Acceleration Plan this year in response to the health and wellbeing crisis linked to rising levels of overweight and obesity. The plan is overseen by a leadership group that includes clinicians, NHS leads, Council officers, and VCS organisations. It closely aligns with the Food

Mission's goals, aiming to support residents in achieving and maintaining a healthy weight.

- 6.15 Key aspects of the plan involve enhancing the environment and services to promote healthy behaviours, such as balanced eating, regular physical activity, and moderation in drinking. The plan also focuses on enabling settings like Family Hubs and schools to make further progress, targeting support for populations with greater needs, providing treatment options where clinically necessary, and addressing the wider determinants of health, including poverty in our communities.
- 6.16 In addition to the actions outlined in other parts of this report, we continue our collaboration with Magic Breakfast, which provides food for over 3,000 pupils at the start of the school day. Secondary schools have received funding to improve their dining environments and offer free fruit at break time. Environmental Health is developing a Healthier Catering Commitment for food businesses, while Social Care is working to enhance the nutritional quality of food for residents in care and support settings.
- 6.17 Further plans are being developed through engagement with communities, organisations, and professionals. Examples include conducting a physical activity needs assessment for South Asian residents, piloting a new weight management approach for the Bangladeshi community in partnership with the Morelife service and Kings Cross Brunswick Neighbourhood Association (KCBNA), and collaborating with the Integrated Learning Disabilities Service to better address specific needs. Additionally, training frontline staff to facilitate more effective conversations about healthy weight has emerged as a crucial focus of the plan.

Strategic Partners

- 6.18 In 2023/24, we continued our series of Roundtable events with Camden's Life Science sector, bringing together organisations from local government, health, industry, academia, and the voluntary sector based within the borough. A key workstream for this strategic partnership focuses on addressing health and healthcare inequalities in Camden.
- 6.19 We are progressing towards establishing a purposeful partnership that centres on resident voices and values through a deliberative process. This approach ensures that local citizens and all partners have confidence in our methods, allowing us to leverage the multidisciplinary expertise across our collaboration.
- 6.20 In the coming year, we will establish a programme of 'work packages' aligned with our shared principles. This includes recognising the importance of engaging with estate residents and others facing hardship, implementing clear and transparent practices for evaluation, aligning with existing systems to ensure sustainability, and moving towards a proactive approach to health improvement.

Suicide Prevention Partnership

- 6.21 Oversight for suicide prevention and Camden's Suicide Prevention Strategy comes through the Suicide Prevention Partnership, which comprises health, care, community safety, and voluntary and community sector (VCS) colleagues across both Camden and Islington.
- 6.22 In the past year, the focus has been on driving the strategy forward and engaging partners to deliver its actions. Membership has grown to be even more inclusive,

ensuring that partners connected to all our priority risk groups are expertly represented. The group is well-attended and epitomises the commitment to making suicide prevention everyone's business. Examples of current actions include:

- A particular focus on care experienced asylum seeking / refugee young people. This involves working with Care Experienced social work teams to better understand suicide risk and improve access to relevant, specialist support for suicidal young people to help manage risk.
- Improving understanding of medication as a means of suicide. There is joint work with NCL and ICB colleagues to use data to inform work with medicines management and think about the prevention and risk assessment role pharmacists might play.
- Specific training in partnership with University of Strathclyde for VCS and council staff working with older adults about suicidality.
- Development of an information pathway within and across the council to improve timely and supportive responses to deaths by suicide within the wider community.

6.23 Support for people bereaved by suicide has been prioritised. Camden residents now have access to immediate, free, and confidential specialist support in times of crisis, delivered by Amparo. The partnership has facilitated referrals to Amparo by raising awareness of the service across the community and employment areas represented.

6.24 Free suicide prevention training to build skilled and resilient local workforces continues to be offered widely.

Joint-up Prevention Work with the NHS and Other Health Partners

6.25 Apart from the commissioning of services, the council works with local NHS partners in many other ways to support the early detection and prevention of long-term health conditions.

6.26 Camden Mobile Health Bus: This initiative is a partnership between the council and Brondesbury GP Practice, offering free preventative health check-ups in convenient and accessible locations across the borough. The walk-in service includes assessments for diabetes risk, blood pressure, and weight, along with the provision of health information and advice. This support empowers residents to make positive health and wellbeing choices. Recently, the team has partnered with the Integrated Care Board (ICB), Whittington Hospital, and Middlesex University to deliver wellbeing checks for care home staff using the bus.

6.27 NHS Diabetes Prevention Programme: The Health and Wellbeing Department actively promotes referrals into the NHS Diabetes Prevention Programme (NDPP). A recent project successfully utilised text message alerts to notify individuals identified as being at risk of diabetes, significantly increasing referrals into the programme and helping to reduce inequalities related to ethnicity and deprivation. Additionally, the council recently held the first of two community finger-prick blood testing events planned for the borough this year, where over 50% of attendees were referred to their GP for further investigations or directly to the NDPP.

6.28 Cancer Screening: Camden works closely with the North Central London (NCL) Cancer Alliance, which unites patients, hospital trusts, GPs, health service commissioners, and local authorities to improve cancer outcomes and care. The council has established its own Screening and Prevention Panel to address disproportionality in cancer screening and diagnoses. One notable project, funded

by The Royal Free Charity, aims to enhance screening rates among individuals with learning disabilities. Additionally, the council is supporting a public awareness campaign led by Healthwatch Camden to raise awareness of cancer and the importance of cancer screening in the borough.

7. Conclusion

- 7.1 This report has highlighted the transformative activity underway in our services aimed at bringing about healthier and more independent lives in Camden. It articulates ambitions for person-centred care and support, our vision for integrating health into all policies, and our ongoing focus on early intervention and prevention to enhance overall population health outcomes and tackle health inequalities in the borough.
- 7.2 Unprecedented system pressures have shown no sign of abating this year and have made huge demands on our staff, services, and partners and tested our ability to innovate. New national leadership holds the promise of a more supportive environment for our focus on early intervention and prevention and on achieving our ambitions around reducing health inequalities. We know that workforce challenges, waiting lists, and system backlogs will remain a challenge next year. However, Camden remains confident and resilient, and at the forefront of progressive change in the health and care sectors.
- 7.3 A significant demonstration of our innovative leadership has been realised this year with the establishment and launch of the new health and care Integrated Neighbourhood Team in our East Neighbourhood, alongside the nearby co-location of key council services, including housing officers, repairs and caretaking, all adopting a Neighbourhoods model. Our ambition is for these pilots to lead the way for an expansion of the Neighbourhoods model of working across Camden and to set an example for national change in the way that public services are delivered.
- 7.4 I firmly believe that deeper integrated working between health and care services in neighbourhoods, as well as between health and care and other public services areas that contribute to the wider determinants of health, has the potential to make local services much more than the sum of their parts. Achieving our ambitions necessitates a collective effort across all our partners that must be guided by the voice and experience of local people.
- 7.5 Finally, I would like to thank all colleagues, partners, staff, and volunteers who have contributed to these collective efforts throughout this challenging year.

8. Finance Comments of the Executive Director Corporate Services

Finance continues to play a crucial role in supporting the delivery of Adult Social Care services. By prioritising financial efficiency and innovation, we continue to maintain service quality while maximising the impact of the available budget.

9. Legal Comments of the Borough Solicitor

There are no legal implications arising from this report.

10. Environmental Implications

No environmental implications have been identified from the content of this report.