

Update of the Cabinet Member for Health, Wellbeing and Adult Social Care

Health and Adult Social Care Committee 4th November 2025

1. Purpose of the Cabinet Member update

- 1.1. This paper provides a short round of updates from across the portfolio of the Cabinet Member for Health, Wellbeing and Adult Social Care. It presents an opportunity for the cabinet member to speak directly to the Health and Adult Social Care (HASC) Scrutiny Committee and highlight key pieces of work, both to share successes and identify challenges and opportunities in the coming months. The Committee are invited to consider the information below and ask questions of clarification at the meeting subject to the Chair's discretion. Requests for additional information can be addressed to the relevant director/s outside of the meeting. The Committee may also use the cabinet member updates to inform their scrutiny work planning for the coming year.

2. Adult Social Care (ASC)

2.1. Safeguarding

- 2.2. During Quarter 2, the Camden Safeguarding Adults Partnership Board (SAPB), chaired by Dr Adi Cooper OBE, continued to strengthen governance and oversight arrangements. At its August 2025 meeting, the SAPB reviewed progress against its strategic priorities of self-neglect, mental health and multiple disadvantage. The Board completed its Annual Report 2024–25, which will be presented to HASC at the November meeting.
- 2.3. The SAPB also noted early work being developed by Adult Social Care and the London Fire Brigade on a borough-wide thematic review exploring fire risk and self-neglect, following recent coroner notifications. The work seeks to identify shared learning and strengthen prevention approaches in supported and independent living settings.
- 2.4. The Mental Health Social Work redesign, implemented in June 2025 under the Section 75 partnership between Camden Council and the NHS Trust, was introduced to strengthen the Council's oversight of its Care Act 2014 duties (including Safeguarding) for residents with mental-health needs. The model has created clearer accountability for the Council's statutory functions while maintaining close operational partnership with the Mental Health Trust. All Care Act responsibilities are now managed within Adult Social Care and recorded on the MOSAIC case-management system, ensuring a single point of governance for assessment, support planning and safeguarding and supporting earlier identification of risk and more coordinated safeguarding responses for adults with complex needs. Link workers remain aligned to several Trust teams to maintain integrated practice and support day-to-day communication between clinical and social-care pathways.
- 2.5. Through the Provider Oversight Panel, Adult Social Care continues to maintain strong quality-assurance arrangements. The panel reviewed Care

Quality Commission notifications, whistle-blowing reports and provider-related safeguarding concerns. Joint work with commissioning and the CQC has focused on recurring themes around staff training, medication management and fire-safety compliance, with targeted improvement plans in place for a small number of providers.

2.6. Work continued with the London Modern Slavery Buddying Pilot alongside the City of London, concentrating on data collection, awareness-raising and early identification of victims of exploitation.

2.7. **Service Pressures**

2.8. Adult Social Care continues to see significantly more people requesting support from Adult Social Care, with over 1,500 people being referred in Quarter 2 2025/26, more people than at any time over the last 12 months.

2.9. Over the summer, staffing capacity pressures contributed to delays in progressing initial assessments. At the same time, the transfer of initial contact arrangements to Contact Camden has led to a temporary increase in new initial assessment requests as the model embeds.

2.10. The new arrangements are designed to strengthen early intervention, ensuring people receive advice, information and signposting at the earliest opportunity.

2.11. As these processes mature, Adult Social Care expects to see more proportionate assessments, reduced duplication, and a gradual stabilisation in outstanding work. Neighbourhood and service managers continue to monitor allocation and workload closely to ensure equity and timely responses for people drawing on care and support.

2.12. **Who Cares? A Camden Conversation about Adult Social Care – Phase 1 update**

2.13. On 22 September, Camden launched *Who Cares?* - a borough-wide online conversation about adult social care. As part of Britain's largest trial of digital democracy, the conversation uses technology to enable participation both at scale and in depth, exploring new ways to put our residents at the heart of decision-making. The project is being developed and delivered in partnership between Camden; Demos, an independent think tank; New Local, leading a community of practice amongst other authorities; and Remesh, People Supported Intelligence (PSi) and CASM Technology, three technology innovators.

2.14. At some point in our lives, we are all likely to require social care support – whether it's a family member providing practical support needed due to a disability, a carer helping us get dressed each day, or a social care or healthcare professional helping us recover from an injury or illness. This support means that adults can live and draw on care and support in the way that's best for them and helps them live the lives they want to live – and it

keeps families and communities connected. However, we don't always think about it until we need to. We want to change that and have a conversation now so that residents can have a real say in their futures.

2.15. This pilot runs through February 2026. At Phase 1, over four weeks, anyone aged 16+ and living in Camden was invited to share their priorities around care and support. No prior knowledge or experience of adult social care was needed to take part. Forthcoming stages of the project will build upon the resident priorities identified in Phase 1. In late November, Phase 2 will bring together a randomised, representative resident panel of 60 people for three online sessions to learn more about the care and support system before engaging in small group discussions to refine a set of ambitions for Camden.

2.16. **Camden all-age Autism Strategy**

2.17. In September, Cabinet approved Camden's all-age [Autism strategy](#) and [draft implementation plan](#). As an all-age strategy, this is a draft strategy and implementation plan between Cabinet member for Best Start in Life and Cabinet Member for Health and Wellbeing. The strategy outlines our and our partners' commitments in Camden to support autistic residents. This Autism Strategy is our co-produced vision and strategy for how we will reduce the barriers faced by Camden's autistic community and create a culture change across the system. It is a strategy for both those with and without a diagnosis, and those with or without a learning disability.

2.18. This strategy takes a life course approach, looking at how we can support autistic people to Start Well, Live Well and Age Well under 7 key themes which have come from co-production groups and meetings, and have been adapted from Think Local Act Personal (TLAP) themes. The implementation plan will be monitored to ensure we are making progress to improve the lives of autistic parents in Camden:

- Theme 1 - Information and advice - Having the information I need, when I need it
- Theme 2 - Health, Wellbeing and independence – Living the life I want, staying safe and well
- Theme 3 - Active and Supportive communities – Keeping families, friends and connections
- Theme 4 - Flexible and integrated care & support – My support, my own way
- Theme 5 - Transitions: When things need to change – staying in control
- Theme 6 - Workforce
- Theme 7 - Access, inclusion and equity across diverse identities

2.19. **Community Equipment**

2.20. NRS Healthcare, a community care equipment provider, went into liquidation on 1 August 2025. An Official Receiver and Special Managers were appointed. NRS provided specialist equipment like mobility aids, bath lifts, grab rails and raised furniture for Camden residents and many other Londoners. NRS provided community equipment across 21 London boroughs

(including Camden) as well as 21 councils outside of London prior to its liquidation. Camden worked at pace during July, August and September in collaboration with health colleagues, other local councils and providers to implement urgent and critical contingency arrangements, as well as identify a new provider.

- 2.21. Council officers continue to share regular updates with frontline colleagues, partners and providers to ensure that everyone is clear on the interim processes to order and return community equipment, and to make sure residents who use equipment were kept up to date, reassured and supported by the people who work with them. We developed a triaging system to prioritise the most urgent and critical orders, to keep people safe in the community and to support hospital discharge.
- 2.22. A new provider was identified and a contract was signed on the 22 September 2025. The new service provider is Provide Care Solutions Ltd (Provide). Their parent company is Provide Community Interest Company (Provide CIC), which delivers health, social care and community services. Any profits or assets of Provide CIC are used principally for the benefit of the community.
- 2.23. Camden Council has entered into the contract with Provide alongside seven other local authorities (Barnet, Brent, Hackney, Hammersmith and Fulham, Islington, Haringey and Harrow). The eight boroughs have worked together to develop the new arrangements and will maintain this partnership approach, alongside Provide, to ensure a successful mobilisation and ongoing service delivery. Camden has agreed to be the host borough on behalf of the eight councils in contract with Provide, which we are calling the North London Equipment Partnership.

3. Health and Wellbeing

3.1. Healthy Weight Acceleration Plan

- 3.2. The Healthy Weight Acceleration Plan launched in January 2024 to support people of all ages to reach and maintain a healthy weight. The plan works across sectors and departments to develop a combination of whole system working and targeted support. In its first year, a major focus was on convening and driving progress through the Healthy Weight Driving Group, which brings together partners from Voluntary and Community Sector (VCS) organisations, NHS, Schools, and a range of departments across the council. The Driving Group has played a key role in identifying needs across Camden and developing an action plan to support residents. Five priority areas for action were identified for your one: early years; schools; place making and organisations; healthy weight services; supporting populations with greater needs.
- 3.3. The second year of the Healthy Weight Acceleration Plan continues to progress work in these five areas. Examples of progress include successfully reintroducing a pupil food and health champions programme which can now be rolled out into more secondary schools, piloting a weekly family cook

together programme in one deprived school from the summer term, piloting a social prescribing nutrition support service specifically for people with long term health conditions, and working with the NHS to develop an North Central London (NCL) bid for national innovation funding for supporting people receiving new weight loss drugs on the NHS. Work to tailor services to populations with greater needs has also been progressed, with a new weight management group for adults with learning disabilities starting in October, and working with VCS organisations to help services reach further into communities.

- 3.4. Communication campaigns are being developed which can be amplified across Camden partner organisations. An alcohol awareness campaign will be launching early in the new year, focusing on themes around stimulating energy, helping people to achieve a healthy weight, and saving money. And phase 2 of the successful Active for Life campaign for adults aged over 60 is being developed now for launch in May '26.
- 3.5. **Raise Camden**
- 3.6. Raise Camden is Camden's child health equity programme, aimed at addressing intergenerational inequities. The UCL Institute of Health Equity published an independent report into the state of child health equity in Camden in May 2025, spanning child poverty, whole family mental health and structural racism and inequality. In response, Camden launched the Raise Camden Taskforce to respond to the findings of this report. This Taskforce met for the first time in September 2025 to consider the health impacts on families living in temporary accommodation. It is supported by the Participatory Advisory Group of local stakeholders and Raise Camden Youth Panel to ensure a range of voices inform our work in this area.
- 3.7. In April 2025 we launched the Family Hubs Pregnancy Grants, a collaboration between Money Advice Camden, Camden's Family Hubs, Health and Wellbeing, Strategy and Design, Nesta, UCL and the Central North West London NHS Foundation Trust. Through a process of data linkage, we pre-determine eligibility for pregnant women and birthing people on any qualifying benefit for a £500 cash transfer payment. This is followed up by a warm contact by a Family Hub Navigator. In September 2025 Nesta published the toolkit for replication of this project, and a number of local authorities have since been in touch to replicate this work. As of October 2025, 168 cash transfers have been made, and 26% of those invited have visited a Family Hub for further support following this initial engagement.
- 3.8. In October 2025 we launched Camden's Marmot Estates programme, as an initiative within the Estates Mission. Two thirds of children in poverty live in social housing, and those with the deepest levels of poverty live almost entirely in Camden's estates. We will work closely with residents of two estates in the borough to consider the community assets available to them and the degree to which they address the eight Marmot principles: the foundations for good health. Following a period of coproduction we will

determine key points of action for each estate, for general application across the borough and a means of reproducing this approach in other estates.

3.9. **New short-term priorities for the Health and Wellbeing Board**

3.10. The local health partnership's Joint Health and Wellbeing Strategy 2022-30 sets out three short-term priorities for action, and states that new priorities may be adopted in future in response to changing need. As significant progress has been made on the existing priorities, the Health and Wellbeing Board agreed three new short-term priorities at their meeting in July;

1. reducing alcohol-related harm
2. reducing drug related harm
3. embedding prevention in neighbourhoods.

3.11. These three areas were selected because they either show a rising impact on premature illness and death, or present opportunities where coordinated multi-agency action could make a significant difference in reducing inequalities in healthy life expectancy. Work on the previous priorities has been mainstreamed, and will continue to be carried forward.

3.12. The report taken at the Health and Wellbeing Board, providing more detail on the new priorities can be accessed [here](#)¹.

3.13. **Alcohol Strategy 2025–2030**

3.14. Camden's Alcohol Strategy 2025–2030 was developed in response to the borough's disproportionately high rates of alcohol-related harm and the lack of a local or national strategy. The process began with a multistakeholder vision-setting workshop in September 2024, followed by extensive engagement with residents, youth groups, health professionals, and community safety and licensing teams. Two Expert Oversight Group meetings helped shape the strategy, which was written in spring 2025 and presented to the Health and Wellbeing Board in September 2025, linked to the Board's new short term priority around addressing alcohol related harm.

3.15. A detailed action plan is being developed to guide implementation from 2026 onwards. This plan will focus on taking action on the three key themes of the Strategy: prevention; early intervention; and care and support. Reducing inequalities, addressing the wider determinants, and tackling stigma are cross-cutting themes in the Strategy which will also be addressed.

3.16. The action plan will be coordinated by a working group made up of representatives from council departments, health services, commissioned providers supporting residents on this issue (CGL for adults and FWD for young people), voluntary sector partners, and people with lived experience. Short-term priorities include launching a behavioural insight-led alcohol

¹ Health and Wellbeing Board Short- Term Priorities report (9th July 2025) webpage: <https://democracy.camden.gov.uk/documents/s126647/Short-Term%20Strategic%20Priorities.pdf>

campaign, improving alcohol education in schools, and piloting inclusive messaging to reduce stigma. Longer-term goals include improving data collection and analysis to better understand and address health inequalities, integrating alcohol screening into NHS consultation templates, and strengthening multi-agency collaboration. The strategy also aims to strengthen care pathways for residents with dual diagnoses (ie those with both a mental health AND an alcohol related disorder) and to improve access to out-of-hours support. These ambitions will require sustained collaboration across housing, mental health, and social care services.

3.17. One example of action already progressing is a borough wide alcohol campaign which will be launching in the new year. The campaign will focus on reducing harm among middle-aged and older adults, with a starting focus on those aged 45-70. One of the key insights that emerged in developing the Strategy is that residents find the language of alcohol units difficult to understand and relate to everyday life, with an impact on how they can drink within national recommendations. The campaign will address this and will positively message around the benefits of drinking within moderate limits – such as boosting energy, saving money, and helping to lose weight (with clear links to Camden’s Healthy Weight Acceleration Plan). The campaign will be available for partners to amplify through their communications.

3.18. **Suicide Prevention Partnership**

3.19. Good progress has been made towards the priority areas in the suicide prevention strategy. Over the past six months there has been an intensive focus on the wellbeing of workforces affected by suicide bereavement. This has included raising awareness, and increased use of, Amparo, the specialist support after suicide service. We have increased awareness that bereavement by suspected suicide can impact individuals and wider workforces extensively, by precipitating both physical and emotional grief responses in impacted individuals. There has been pro-active engagement with directorates and teams across the council that are more likely to encounter an incident (such as Housing and Children and Adult Social Care) and Amparo have worked with the council to deliver support to staff groups affected. There are growing requests for this work: it is developmental and will be on-going

3.20. Active engagement with directorates and teams has also increased understanding of the importance of suicide awareness training. A graduated and focused training offer has been commissioned with NCL partners, to compliment the Health and Wellbeing Department’s commissioned training delivered by ReThink. Since July four graduated courses have had good uptake from staff working with key high-risk groups for suicide - financial, housing, substance use and criminal justice services. Staff report improvements in confidence to recognise the signs that someone might be thinking about suicide and to support those at risk of suicide.

3.21. There has been targeted promotion of the [Stay Alive app](#)² in partnership with the other NCL boroughs and ICB colleagues since world suicide prevention day (10 Sept). The app is a suicide prevention resource designed to help people stay safe in crisis. It contains advice for when people may be struggling with suicidal thoughts, and guidance for people worried about someone else. Camden residents can find information on over 40 local services as well as national services and helplines. In the first three weeks of the campaign, targets for downloads of the app were exceeded, the highest being in the NW1 postcode area and engagement with local suicide prevention support services listed on the app has been highest in the WC1 and W1 areas of the borough.

3.22. **Teeth Brushing investment trial**

3.23. A well-established Oral Health Promotion contract with The Whittington NHS Trust is in place, and we provide oral health programmes across various settings. One such programme is our Supervised Toothbrushing Programme (STP) which will be expanded further through NCL's Teeth4Life NHS-funded programme, and national funding received through the public health grant to target the most deprived wards. In this programme, staff in Camden Children's Centres, nurseries, and early years settings with high numbers of funded two-year-olds, receive training to help them promote good oral hygiene and toothbrushing in young children. The programme is currently active in 25 settings in Camden, and with expansion, the target is to reach closer to 50 settings. Through this expansion, Camden has also received and individually repacked and distributed around 4,500 home dental packs to 3–4-year-olds in settings across Camden's most deprived areas.

3.24. **Health Checks in workplace settings trial investment**

3.25. This initiative is an initial 3-day pilot programme through a grant to a community provider, GDPQ, which involves the provision of NHS Health Check to council frontline staff across three council locations (depots and estates). The NHS Health Check includes a series of assessments to ascertain the risk of heart diseases, stroke, diabetes and dementia, treat and support its management. The NHS Health Check will be delivered by a provider (team of certified clinicians and healthcare professionals) with onward referrals to GPs and lifestyle community services, where needed.

3.26. The value of the grant for the initial 3-day event/pilot will translate to a funding requirement of £6,120 for 102 NHS Health Checks and up to £36,000 for 600 checks dependent on further demand. The pilot findings on process and impact will inform decisions on the need for a commissioned service.

² [Stay Alive app: https://prevent-suicide.org.uk/stay-alive-app-grassroots-suicide-prevention/](https://prevent-suicide.org.uk/stay-alive-app-grassroots-suicide-prevention/)