

Our refreshed strategy for living
and ageing well in Camden

Supporting people, connecting communities

Our strategy for living
and ageing well in Camden

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Introduction

from Councillor Pat Callaghan,
Cabinet Member for a Healthy and
Caring Camden and Deputy Leader

Everyone has the right to a good life. We want people to live and age well in Camden, to be able to contribute to their communities and to lead full and active lives. This should be regardless of personal circumstances including age, health, religion, ethnic origin, gender identity, sexuality, sensory needs and learning or physical disabilities.



Being one of Camden's older generation myself, living and ageing well to me means being healthy, being able to enjoy spending time with my family, working in a multigenerational diverse environment, enjoying cultural activities with friends and being able to live and work in a community which shares with each other and cares for each other.

There is no denying that life has changed immeasurably due to Covid-19 and in particular, it has highlighted the structural differences which can lead to health inequality. We cannot stand by and let this continue.

We have been speaking with residents to understand what living and ageing well means to them. What is important to them, what matters to them regarding their health and wellbeing and how they want to access services.

The Supporting People, Connecting Communities refreshed strategy is at the heart of the renewal and recovery programme taking place across the Council. We need to look at how we work across our services as they all can impact health in one way or another. We are also developing integrated health and care services which prevent poor health, keep people well and are accessible to local residents within their communities.

Our ambition for adults in Camden

We need to build a wider social care workforce, with clearer routes into the care sector for Camden residents.

We need people who value this community, and who want to work with our residents who need support to build their resilience and achieve the quality of life they deserve.

The spirit of sharing and caring has been so obvious throughout the Covid-19 pandemic. Our committed staff have worked together with the numerous mutual aid groups, which flourished during this difficult time.

The Covid-19 pandemic also highlighted how important digital technology is. When people at increased risk of serious illness needed to shield, it may have been their only method of communicating with the outside world. Going forward, we need to help many more residents to get online. The saying that 'you are never too old to learn' is true here!



I have left the best to last. I want to sincerely thank all our staff, the incredible, dedicated care provider workforce and our voluntary and community sector partners who have continued to support people in their homes and communities through this difficult time. I want to thank them for their commitment and courage in believing in this work and taking it forward with passion and energy - that is why it is working so well.

And for our amazing carers, who are the epitome of good citizens - caring as they do, day after day for those who rely on them: we are proud to say that we are part of your team. A million thanks to you!

**Councillor Pat Callaghan,
Cabinet Member for a Healthy and Caring Camden and Deputy Leader**

Supporting People, Connecting Communities

Our strategic framework

Supporting People, Connecting Communities was published in October 2017 and set the strategic direction for Adult Social Care, whose core purpose is to enable people to live and age well in Camden.

However, this goes beyond Adult Social Care and sets out the whole Council's strategic ambition for people to live and age well in Camden. This refreshed strategy is a cross-council plan. It builds on the ambitions set out in Camden 2025 for people to live healthy and independent lives, but is set in the context of today and what we have learned from the unprecedented issues that we face as a community.

This refreshed strategy builds on the original aims of Supporting People, Connecting Communities, setting out Camden's approach to supporting people to achieve this.

It is intended to influence the goals and ambitions we share with key partners who play a role in a wide range of areas including support in employment, education, housing, health, social care, early help and community connectedness.

We've achieved a lot over the last three years. This refresh builds on what we have achieved, including What Matters, Camden's approach to Adult Social Care, and the development of our Adult Social Care outcomes.

We're setting out a refreshed statement of principles that will continue to drive our ambition alongside clear priorities that will help us deliver that ambition. We'll be explicit about how we will measure whether we are supporting people to achieve their outcomes.

**Adult
Social
Care
outcomes**

**Wider
social
outcomes**

It can be difficult to grasp what a 'strengths based approach' means in reality

Supporting People, Connecting Communities was built around the idea that people are the experts in their own lives, that they have strengths and resources of their own, and with some support and connection can retain independence and live a good life. This is known as a 'strength based approach'

Some people have found the concept of a 'strengths-based approach' difficult to grasp.

It doesn't mean asking people to do things themselves instead of giving them the support they need. Instead, it means helping people to identify what matters to them and build upon their own strengths and resources to achieve that, so that they can be independent.

Alice's story is a real example of how it can work in practice and is shared with Alice's kind permission!



WATCH IT HERE

Alice, was facing some difficult issues in her life, but the focus of her social worker was on Alice as an individual with strengths and a history of her own.

Alice's social worker had a conversation with about her life and what she valued. He discovered she had worked as a caretaker in the building she now lived in. Her neighbours had known her for years and valued the contribution she had made to their lives.

A family group conference coordinator was appointed to discuss with Alice what she wanted to achieve, and draw that network of support around her, unlocking the community's ability to give back to Alice the support she had given to them. They all made a plan to help Alice and she has been able to remain in her home with this informal support.

A strengths based approach can help a person build their community of support before a crisis takes place, by connecting them to what matters

Building on what we have achieved so far and learning from the challenges

Over the last three years there has been considerable progress in delivering on the original aims of Supporting People, Connecting Communities.

What we have achieved over the last three years will have a significant influence on the next phase of our transformation work to accomplish our ambition that everyone in Camden can live and age well.

However, we know that we have much more to do as a council to fulfil our ambitions for people to live and age well. A more detailed review of the work achieved to date is set out at the end of this document.

There has been transformative change in the way social care is delivered through **What Matters, the Camden Approach to Adult Social Care** and the **Named Worker relationship-based practice** model for people with a learning disability

The upcoming **Charlie Ratchford extra care sheltered** scheme will provide care through **self-managed teams**

We have transformed our approach to **assistive technology** and telecare with **Camden Careline** supporting more people to remain independent in their homes

The Greenwood Centre, our new community resource centre at Greenwood Place in Kentish Town, opened in February 2019 and houses Camden's first ever Centre for Independent Living. It is led by and for disabled people and run by Camden voluntary sector disability organisations

More people are being supported to be discharged from hospital quickly and safely through our **Discharge to Assess** team, and regain independence with **outcomes-based reablement** care

Shared Lives carers

Our new service where people share their homes and families with people who need support

Adult Family Group Conferences have become an established way of giving decision making power back to families and individuals to make plans for themselves

Refreshing our strategy: local and national impacts

Neighbourhood working

Neighbourhood working has been embraced by people and services across health, social care, the council and voluntary and provider services.

Health and care integration

Health and care integration has moved on, with locally arranged services and improved joint working. We need to build on the enthusiasm generated by the Health and Care assembly.

Brexit

Brexit is getting closer and the impact of a no-deal exit will have a significant impact on Camden residents who have health issues or disabilities in particular.

Covid 19

Covid 19 continues to have an unprecedented impact on our communities, exposing structural and systemic inequalities that cannot be ignored.

Demographic changes

There is a growing older population in Camden:
32,700 residents are aged 65 or over, which is 12.9% of the population [at mid-2020].
This is a 35% increase since 2011, and it could rise to as many as 42,000 people in this age bracket by 2030.



What Matters: the Camden Approach to Adult Social Care



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

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

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

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

Adult Social Care outcomes

- 1** Since my contact with Adult Social Care I feel more connected to activities and people in my community
- 2** Since my contact with ASC I feel more confident and independent
- 3** My social care worker was clear and easy to understand
- 4** My social care worker took enough time to get to know and understand me
- 5** I am happy with my friendships and relationships
- 6** I trust my social care worker
- 7** I get the right support in a crisis or when things go wrong
- 8** My social care worker did the things they said they would
- 9** I was able to make decisions about my support
- 10** I was given the right support to achieve the outcomes I identified
- 11** I was given enough information to make decisions about my support
- 12** My social care worker let me choose who should be involved in talking about my support
- 13** I feel safe in my community
- 14** I feel safe in my home



Supporting People, Connecting Communities

What have we learned about people's experience of living and ageing well?

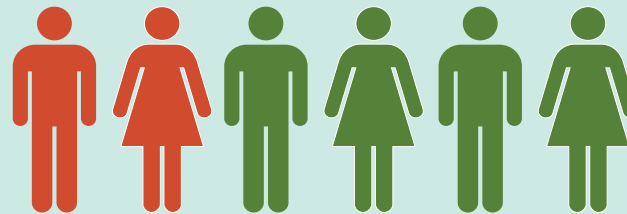
Adult Social Care commissioned an external survey company to contact 1000 people who had had some involvement with ASC over the last 12 months. 248 people responded.

The people surveyed were asked to consider whether since their contact with ASC they were meeting 10 of the Adult Social Care outcomes.

This valuable insight has formed the basis for the refresh of where our priorities should be. There is good evidence that our strengths-based approach to social care is working, but we know there is more to do to enable people to be more active and independent by providing early help at the right time.

Nearly two thirds of respondents felt that:

- their social care worker understands what matters to them
- they get the right support in a crisis
- their social care worker understands their local area
- they had enough support to do the things they most wanted to do
- they knew how to live healthily.



Less than half of respondents felt that:

- their recent contact with Adult Social Care has helped them live more independently
- their recent contact with Adult Social Care has helped them be more active
- their recent contact with Adult Social Care has helped them feel better connected to their local community
- they could find information about Adult Social Care services in Camden easily.



Other headlines

- People with a learning disability reported a generally more positive experience.
- People in receipt of a direct payment generally reported a less positive experience.
- Responses varied significantly based on the neighbourhood people lived in.



Supporting People, Connecting Communities

What have we learned about people's experience of living and ageing well?



Ethnicity

Compared to white respondents, people from different ethnic backgrounds were generally

- less likely to feel their contact with social care had connected them to their community
- less likely to believe their social care worker understands what matters to them
- significantly less likely to feel they have enough support to do the things they want to do
- less likely to feel they knew how to live healthily.



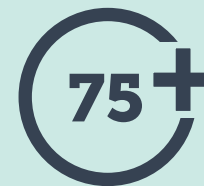
Gender & sexuality

- **Responses broadly similar across genders. Demographic data in this area is limited: sexuality and gender identity were not captured as part of this survey, and this will be improved in future work.**



Age

- People over 75 generally reported less positive outcomes than younger people.



We have renewed the principles that will drive our ambition for people to live and age well in Camden.

These overarching commitments will inform all of the work we do

We are aware of the financial reality

We will develop plans together

We will nurture our workforce: the key to our success

Principles that will drive our ambition

We will build on people's strengths

And

We will use insight and data intelligence to inform our work

We will work in partnership to provide early help when needed

We will address structural inequalities

Principles that will drive our ambition

Using our data to improve the way we work

There is a wealth of information and data that we have available to generate better insight into the effectiveness of what we do and inform our ongoing work.

We will be more transparent in the way we report on and publish our performance data. We will use this data to support our coproduction and participative work.

We will use the potential of new data-sharing tools between health and social care to better understand the needs of Camden's population and target our resources on early help and prevention.

We will use insight and data intelligence to inform our work

Our ambition needs to be set in the context of the financial reality that Camden is facing

The financial cost of the pandemic has been significant and we will need to make some challenging decisions about how we best use our resources.

We will continue to develop a clear picture of the way we currently use our resources and how they provide value for money, with a new performance framework to illustrate whether our social care system offers both value for money and outcomes for our citizens.

Any new investment in scope of this strategy will have clearly defined benefits the priorities in this strategy, with plans that set out how those benefits will be achieved.

We are aware of the financial reality

We understand that our workforce is key to our success

We know that a career in social care is rewarding, but recognise our workforce needs to be nurtured and supported.

We understand that we need to continue to invest in our social care workforce through commitments such as our social care apprenticeships programme, What Matters, learning and development, and a commitment to addressing the lack of diversity in management positions.

The pandemic has impacted on the wider social care workforce to an unprecedented degree with care workers continuing to provide vital support in hugely challenging circumstances.

We want to support the wider social care workforce to have opportunities to grow and develop, by ensuring the care providers we commission offer good work at a living wage, with opportunities for career progression.

We will nurture our workforce: the key to our success

We are committed to developing our plans through participation and coproduction

Through Camden 2025 and the participative approaches that have been pioneered in Camden, we have developed new ways to ensure that everyone has a voice.

The health and care assembly is setting the future direction for Camden's Health and Wellbeing Board.

We will continue to promote active citizenship, valuing the contribution of older and disabled people to society, recognising people as valuable not vulnerable.

We want to make a strong commitment to developing our plans with the people they most impact, and in Adult Social Care this will include recommitting to the Think Local Act Personal Making It Real coproduction framework.

By making this commitment explicitly it lays down a challenge to Adult Social Care and our partners to properly harness the skills, knowledge and ideas of the people we work with by developing our plans with them. It will look at different approaches to ensure the voices of people with lived experience are heard, including the continued development of Family Group Conference and Camden Full Circle approaches in adults.

Working with our partners to connect communities and provide early help and prevention

Adult Social Care will work with our colleagues across the council, health, provider services and the voluntary sector to connect communities, organisations and people together and develop plans to deliver locally integrated services, taking a whole family approach with a focus on early help and prevention.

We will develop plans together

We will work in partnership to provide early help when needed

We will always consider people's strengths and what matters to them

Supporting People, Connecting Communities set out Camden's commitment to a new relationship with our citizens, by adopting a strengths-based approach, which in Adult Social Care is now 'What Matters', the Camden approach to Adult Social Care.

The starting point of any interaction between the Council and a person is what matters to that individual, and what they can draw on and offer to their communities, not what they lack.

By embracing a strengths-based approach, we've seen from Adult Social Care, housing, children's early help and other services that we can bring forward the skills, strengths, and experiences of thousands of Camden citizens instead of labelling people just by the things they need.

This borough-wide commitment to using a strengths based approach has social, health and economic benefits through a focus on prevention, connecting people to their communities, maximising independence and giving people choice and control about how their care and support is arranged.

We will build on people's strengths

Covid 19 has thrown a spotlight on the inequality we know exists in Camden. We must address it.

Camden has committed to understanding and addressing the disproportionate impact of Covid 19 on people with protected characteristics. This also includes tackling any inequalities within our work force and links to our developing work to address the concerns of staff around race, sexuality, gender and disability which both Covid 19 and Black Lives Matter have brought into focus.

We are taking a zero tolerance approach to racist abuse towards social care workers in our provider workforce and working with commissioned services to implement this.

Adult Social Care is also committed to improving our understanding of the people we work with and the intersectionality of people's experiences.

We know that the data we collect relating to people's ethnicity, gender and sexuality could improve and we are already putting in place ways to achieve this.

We will address structural inequalities

Priorities to deliver our ambition

To deliver our ambition, based on what you've told us is important and what we've learned over the last three years, we have set out nine priority areas.

Our ambition can only be achieved by taking a whole council and cross-sector approach, working with our partners in local health services, the voluntary and community sector and local businesses.





Carers and other informal networks of support are valued and supported

We know that carers continue to be disproportionately impacted during Covid 19.

We want to fulfil the duties set out in the Care Act 2014 for carers, allowing them not just to sustain their caring role but supporting them to fulfil their own ambitions and what matters to them. This includes looking at our support for young carers, and ensuring people whose caring roles have developed or changed during Covid 19 can access the support they need.

We can achieve this by coproducing a plan with carers which focuses on the issues defined by them.

We are making a continued commitment to using Family Group Conferences for Adults and other relational approaches that bring families and other informal networks of support together to find solutions and make plans.

Through relationship-based practice we will focus on what matters to people

Through What Matters, the Camden approach to Adult Social Care, we'll further embed strength based and relational practice by:

- The continued implementation of What Matters in mental health and the named worker model in the Learning Disability service
- Building on our shared commitment to relational practice with children's services, including with children preparing for adulthood
- Improving the way we work with people with multiple complex needs across service boundaries
- Developing our use of direct payments and individual service funds
- Ensuring people with autism get the support they need

We'll take a neighbourhood approach, with early help offered at the right time

We know that locally arranged services better understand and respond to the unique strengths and needs of the communities in which they are based. We'll continue to support individuals clinically vulnerable to Covid 19 in whatever way they need, ensuring they stay connected to their communities.

Working with the Local Care Partnership Board we'll focus on 'community connectedness'.

- Prevention and wellbeing – linking prevention across the borough, offering early help to people when they need it
- Links between homelessness, adult social care and health
- Mental health community approaches
- Working with health and other partners in neighbourhoods

Assessing the outcomes for our residents and the impact of the support we provide

We will always make sure we are clear on the outcomes we are trying to achieve for the people of Camden with a clear sight of the benefits of any work we do

- Continuing to test how people are achieving their outcomes with a framework for quality assuring the services we deliver and commission
- Developing an insight, data and business intelligence workstream
- Improving our understanding of people's protected characteristics through improved data collection for our workforce and the people we work with
- University of Birmingham research into strengths based approaches in Camden and elsewhere

We know that good quality housing is central to care and to our lives

- Developing our understanding of long-term accommodation needs for people with ongoing care needs
- Working with planning teams, the Community Investment Programme and other partners to develop plans to meet these needs
- Developing new models of care enabling people to live more independently, including our Shared Lives service and the plans for new extra care provision
- Links to the private sector housing strategy and housing neighbourhoods
- Improving the way social care work with homeless people

Investment in digital tools and technology to help people do what matters to them

Our digital strategy will set out ways in which technology can support people during the pandemic and in the longer term:

- Addressing the digital exclusion seen during lockdown – people not connected were more likely to be socially isolated
- Continuing assistive technology transformation including exploring the possibilities of the Internet of Things (IoT) to support people to live more independent lives
- The digital tools we are developing to support people to be more independent (e.g. the independent travel app being developed and implementation of Brain in Hand)
- Ensuring our workforce has the right tools to work effectively

An inclusive economy with opportunity for everyone

Linked to Camden's economic renewal commission and the Good Work programme, building on the plans to support people with physical and learning disabilities back into work. This will link with work at North Central London level. Focus areas include:

- Employment opportunities for people with disabilities and health issues
- Our Adult Social Care workforce development strategy
- Ensuring a sustainable care market building on our continued commitment to the ethical care charter and London Living Wage
- Routes into good work in the care sector for Camden citizens
- Developing the Personal Assistant market for people with direct payments



Health and social care working together to deliver local services

Covid 19, and the response to it, led to health and social care working together more closely than ever before. We want to build on what we've learned through this experience.

We will connect our work with the priorities of the Local Care Partnership Board and our Health and Wellbeing strategy, considering the priorities coming from the health and care assembly.

We will develop our urgent community response capacity, with improved hospital discharge arrangements, by developing the single point of access established during the start of the pandemic.

We'll help you stay safe

By developing a comprehensive safeguarding approach that goes beyond Adult Social Care

Working in partnership with the Safeguarding Adults Partnership Board our work will be shaped by the 6 Care Act safeguarding principles and will be underpinned by our work with Public Health to develop a population approach to keeping people safe.

How do we keep people safe in Camden?

Staying Safe

1. Empowerment

- Supporting and encouraging residents to make their own informed decisions
- Building on Making Safeguarding Personal principles of promoting participation and providing accessible information, engagement and advocacy
- Working with residents and communities to continue to design solutions together, building on our community based approaches such as Family Group Conferencing and Citizen Assemblies.

2. Prevention

- Good quality information & advice, taking a preventative approach to avert crisis
- Making better use of data to develop a population level approach to keeping people safe
- Raising awareness, training staff and making information accessible will prevent harm

3. Protection

- Support and representation for those in greatest need
- Timely assessments and reviews
- Rapid and effective responses to safeguarding concerns
- Good quality registered services

4. Proportionality

- Balancing risk with autonomy to ensure that people are leading the lives that they want to live

5. Partnership

- Strong multi- disciplinary safeguarding partnerships; everyone in Camden working together to prevent, detect and report neglect and abuse
- Working with organisations and practitioners across Camden to identify whole system solutions
- Learning from our experience and the experience of others so that we can constantly improve

6. Accountability

- Collective and individual accountability for helping people to stay safe; as individuals, services and as organisations.
- Clear roles and responsibilities so that safeguarding is transparent, and we are all accountable

We can only achieve our ambition by listening to, and working with, people who understand the issues people face as they live and age in Camden.

We want to hear from people who are 'experts by experience' to help us design the plans that follow this refresh. We're excited to start developing with you the plans that will deliver our ambitions and meet our priorities.

There will be more information on this soon but if you want to get involved then please get in touch.



Contact details

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**Strengths
-based
approach**

Key achievements	What has proved challenging	Impact on refresh of SPCC
<p>Assistive Technology (AT) project has created new interest in AT and led to an upturn in referrals (440 since April 2019) and has delivered savings (forecasting full delivery of £1.3m savings target).</p> <p>A sophisticated approach to benefits tracking and analysis which has been highlighted as an example of excellent practice in the sector and within the council, providing strong evidence of avoided costs for people who use assistive technology.</p>	<p>This has been a qualified success. Due to a lack of baseline it has been hard to determine the level of change we have achieved beyond the benefits tracking.</p> <p>Further work is required to expand the use of the AT on offer and embrace the potential opportunities created by the 'Internet of Things' (IoT) and the move from analogue to digital. These developments were hampered by the service issues brought about by delays to implement a new call handling system in Careline. This went live in September and it is now possible to expand the approach and deliver true change.</p> <p>Business case for Living Lab, developed following extensive engagement and coproduction of design and features, is now on hold due to Covid 19 and its financial impact – this was a key part of the next stage of the AT transformation project and how to address this deficit will have to be considered.</p>	<p>A deeper expression of our approach to digital transformation is proposed as part of the refresh.</p>

Strengths -based approach

Key achievements	What has proved challenging	Impact on refresh of SPCC
<p>What Matters, the Camden Approach to Adult Social Care</p> <p>At the heart of the strategic plan was the Council’s decision to embrace the principles of a strengths-based approach and implementing this, not only as the practice model for Adult Social Care but as a new way of thinking across council services in supporting people to live and age well in Camden.</p> <p>Development of ASC outcome measures and survey following extensive coproduction.</p> <p>The outcomes survey contained some positive results alongside more challenging areas where there are clear opportunities to improve. Positive responses included:</p> <p>Nearly two thirds of respondents felt that:</p> <ul style="list-style-type: none"> • their social care worker understands what matters to them • they get the right support in a crisis • their social care worker understands their local area • they had enough support to do the things they most wanted to do • they knew how to live healthily. 	<p>Evaluating where we are on our journey of implementing a strengths-based approach is critical to this review and shaping the next phase. Supporting People, Connecting Communities set out the intention to use ‘3 Conversations’ in ASC. As we began to embed the approach, we adapted it into our own model for strengths-based practice: What Matters, the Camden approach to Adult Social Care.</p> <p>We need to develop an understanding of how What Matters is making a difference to people’s lives including those with protected characteristics and the extent to which a culture of genuine strengths based practice has taken root across all ASC services.</p> <p>The outcomes survey contained some positive results alongside more challenging areas where there are clear opportunities to improve. Less positive results included:</p> <p>Less than half of respondents felt that:</p> <ul style="list-style-type: none"> • their recent contact with adult social care has helped them live more independently. • their recent contact with adult social care has helped them be more active. • their recent contact with adult social care has helped them feel better connected to their local community • they could find information about adult social care services in Camden easily. <p>A significant proportion (35.5%) of people who receive ongoing support receive it via a direct payment. However, the outcomes survey generally suggested that people with direct payments report poorer outcomes than those receiving other types of support.</p> <p>Other qualitative information (including the University of Birmingham research project into strengths-based approaches) will enable us to have a good understanding of people’s experience of ASC.</p>	<p>A renewed council-wide commitment to using strengths-based approaches. The focus in the first few years has been on ASC practice and culture change but other services across the council are also critical and we want the refresh to widen that focus.</p> <p>A focus on identifying structural inequalities in the way ASC deliver and commission services.</p> <p>Insight and business intelligence workstream proposed as part of the refresh.</p>

Supporting people in the community

Key achievements	What has proved challenging	Impact on refresh of SPCC
<p>The opening and the refurbishment of buildings that play an important part in our delivery model to support people in the community have been celebrated successes – both the Kingsgate Resource and Greenwood Centre.</p> <p>Strengthening relationships across social care, health and the voluntary and community sector. To support both neighbourhood working and the adoption of the strengths-based approach is also pivotal to the changes we want to achieve to support people in the community and at home.</p>	<p>We need to make more progress in addressing the challenge of employment opportunities for people with disabilities – as part of the Good Work Camden initiative.</p> <p>We need to explore opportunities to further improve information and access to support through community connectedness.</p>	<p>Employment and community connectedness are stronger ambitions and priorities as part of the refresh.</p>

Supporting people at home

Key achievements	What has proved challenging	Impact on refresh of SPCC
<p>Implementation of the new outcome-based homecare and reablement contracts as part of the neighbourhood model. These have been implemented alongside the creation of Adult Social Care neighbourhood teams aligned to GP's.</p> <p>Development of the Discharge to Assess pathway to reduce unnecessary stays in hospital.</p>	<p>There is a strong common purpose between Camden 2025, Supporting People, Connecting Communities and the national and local NHS Long Term Plan to address health inequalities, improve the health of our population and empower residents to live a healthy, independent life. This is the foundation for our work on health and care integration.</p> <p>The local partnership work has identified a number of emerging priorities for the health and care system, including:</p> <ul style="list-style-type: none"> • improving our urgent community response • increasing community connectedness and engagement • improving our neighbourhood working (multi-disciplinary team working) • developing our community mental health model, including linking mental health services into neighbourhoods. 	<p>The refresh will explore our ambitions for neighbourhood and integrated working further. This will inform the emphasis of the next phase.</p>
<p>Influenced new innovative projects, such as Shared Lives and the new in-house extra care scheme at Charlie Ratchford including self-managed teams</p> <p>A 15-year accommodation needs analysis is feeding ASC priorities into the council capital programme and the Community Investment Programme (CIP).</p>	<p>The pace of change is challenging for the council when there are so many other factors influencing our priorities.</p> <p>Feedback from Supporting Communities colleagues has been that planning/CIP could be better linked into ensuring new developments are age-friendly places.</p>	<p>Review governance and prioritisation of cross-council and partnership change projects to deliver ambitions of SPCC.</p>

**SPCC 2017
ambitions**

**Workforce and
employment
across
Camden and
the care sector**

Key achievements

Considerable progress made in terms of staff recruitment, learning & development and staff engagement to influence and embed change.

Implementation of council commitment to the London Living Wage and Ethical Care Charter with our commissioned services/providers has made a career in care a more attractive proposition.

Camden Good Work Programme developed.

**What has proved
challenging**

The New Economics Foundation report into the social care workforce across North Central London highlights the contribution of social care to the economy. It is estimated that it contributes £1 billion to the local economy and employs 37,000 people.

Progress on employment opportunities for people with disabilities and routes into good work in the care sector for people who live in Camden has been slower than anticipated, but now more closely linked to the Good Work Camden programme.

**Impact on refresh
of SPCC**

Stronger emphasis on the whole council change and adoption of the strengths-based approach model.

Improved joint working with the neighbourhood model of the Good Work Camden programme.

**Stronger
council
infrastructure**

Implementation of a new contributions policy and coproduction on a new outcomes framework mark significant progress.

Launching the new Homecare portal has been subject to serious delays.

Insufficient progress on exploring opportunities for data integration across health and social care.

Insight and business intelligence workstream will be proposed as part of the refresh.



 Camden


SUPPORTING
PEOPLE
CONNECTING
COMMUNITIES