

Welcome to Camden

CQC and London Borough of Camden Senior Leadership Discussion

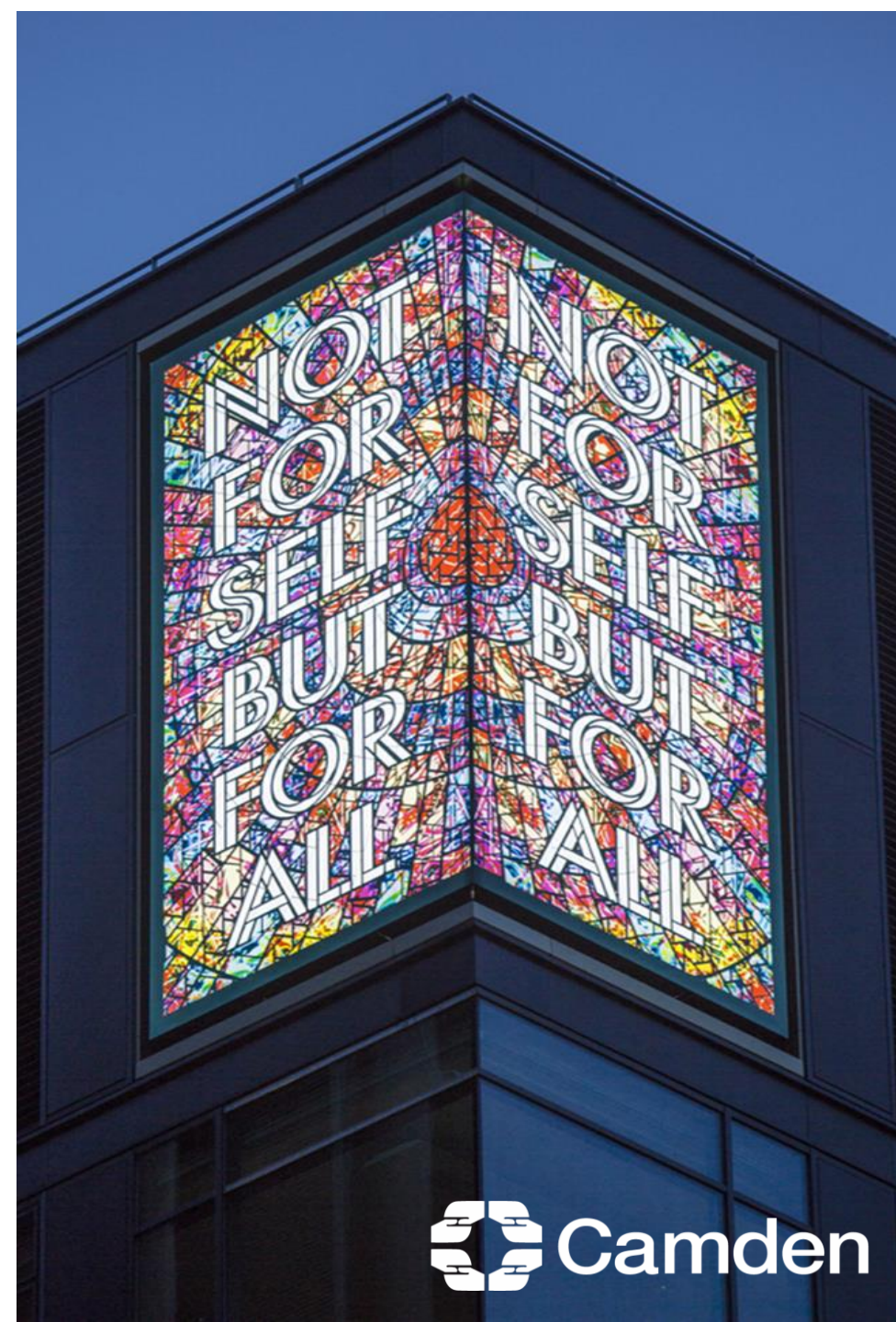
10 October 2024



What we will cover today

1. **Introductions**
2. **Our local context and the inequalities we face as a borough**
3. **Our vision and priorities**
4. **Our service structures**
 - ☐ Our leadership teams and lines of accountability
 - ☐ Strengths and areas of focus for each area of accountability

BREAK
5. **How we work**
 - ☐ Oversight, improvement and our strengths-based approach
 - ☐ A person's journey from initial contact to assessment
 - ☐ How our front-line teams are set up
 - ☐ How we support people with specific needs
 - ☐ Pathways for young people transitioning from child to adult services
 - ☐ Our Section 75 agreements
 - ☐ Partnerships & Commissioning for the provision of Care Act duties
 - ☐ Our work with housing and public health
6. **Time for questions and discussion**



Setting the scene for our work

Camden believes in the power of public services to tackle inequalities and improve people's lives. We want a better, fairer and more equal borough. Our passion for equality drives our deep commitment to investing in prevention and early help, both within the Council and together with our partner organisations.

We Make Camden provides a framework for delivering our shared vision and the changes we want to see. It sets out that the twin pillars of our work as an organisation are to tackle inequality and **to prevent harm and crisis**. As care leaders we focus on collaboration to respond to the pressures we face; most concerningly a deepening of inequalities in our borough.

Our approach to service delivery, stewardship and improvement in Adult Social Care has informed our commitment to participative, relational, empowering services. We are taking a holistic view that recognises the broader effect of how we deliver for people - generating decent jobs, putting investment and power into grassroots movements and communities, facilitating skills and training for staff, and ensuring everyone feels a sense of belonging and connection to the borough.

Our Missions-orientated approach to public service is tackling the most pressing challenges faced by our communities today - focused on understanding and engaging systems (using data and insight), building capacity for change and transformation (such as digital and design).

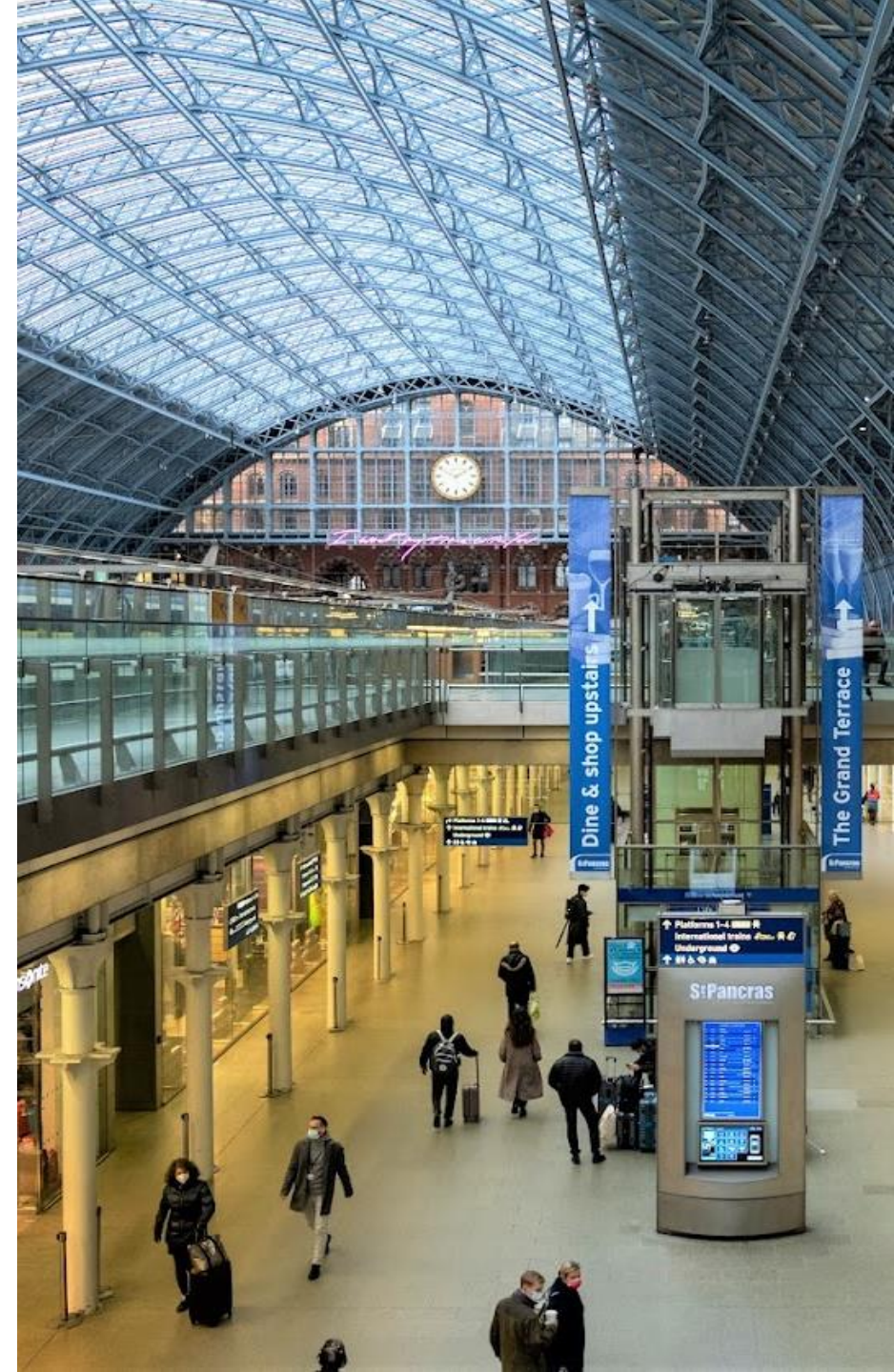
Next, we will outline our demographics and the challenges residents face. These challenges drive our investment decisions and service delivery.



Camden the place

Our population

- ❑ **Camden is a very diverse borough.** 40% of our population are from Black and other minority ethnic backgrounds.
- ❑ Although we are a young borough this is driven by **higher number of young adults**. We have a high student population, a smaller numbers of children, a declining birth rate and our and population churn is the 9th highest in the UK.
- ❑ We have deep and entrenched disparities in health and wellbeing. **Inequalities in life expectancy are the third highest in London for men and the second highest for women.** These inequalities impact our population across their life course.
- ❑ We have higher levels of residents in social-rented and private-rented accommodation **and lower levels of home ownership** than London and England because of high land values.
- ❑ **A significant proportion of our older population lives alone.**



Camden the place

The health and wellbeing of our residents

- ❑ We have **significant inequalities across most health and wellbeing indicators** which impacts need and access for services. Different parts of the borough face more extreme poverty influenced by entrenched inequalities.
- ❑ **We have high levels of homelessness.** Our central location and three major train stations (Euston, Kings Cross and St Pancras International) contributes to us having the **second highest levels of rough sleeping in the capital.**
- ❑ We have **higher levels of mental ill health** than the London average.
- ❑ We have **some of the highest levels loneliness in London**, which is a key risk factor for poor physical and mental health. We also have **high levels of social isolation** and around 41% of households are single person occupied, the 4th highest in the country. 24% of these are council tenants.
- ❑ We have a **higher prevalence of substance misuse** than the London average and our **drug treatment population is older** than the national average.



Our commitment to tackling inequality

Impact of inequality in our borough

- ☐ The cost-of-living crisis continues to have a significant effect on our residents in accessing jobs, meeting their housing costs and being able to afford daily essentials.
- ☐ The Covid-19 pandemic is having an enduring impact that can be seen across the life course.
- ☐ The entrenched inequity and increasing complexity of residents' situations are important factors we are striving to address.

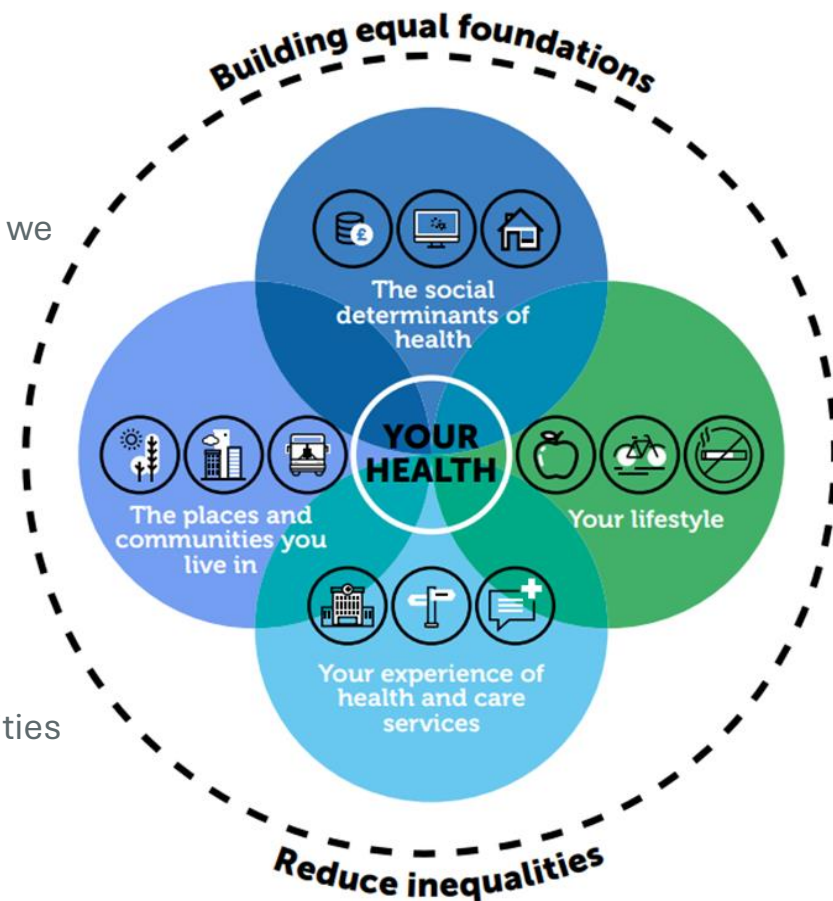
Equalities as a priority for us in how we provide support:

Where we've been focused

- ☐ Our Building Equal Foundations approach to reducing inequalities, focusing on the social determinants of health.
- ☐ On our corporate ambition to becoming an anti-racist organisation.
- ☐ Within the Directorate, refreshing our Race Equality Action Plan, to include all protected characteristics and address intersectionality.
- ☐ Language Matters, Identity Matters and Recording Matters to improve understanding of identities through practice.
- ☐ Using Equalities Impact Assessments as the guiding light for new pieces of work.

How we're planning to go further

- ☐ Addressing disproportionality through comprehensive data analysis, informing commissioning activity.
- ☐ Embedding our co-production framework and toolkit to regularly involve seldom heard groups.
- ☐ Reviewing and updating our Zero Tolerance Memorandum of Understanding to support our residents, provider partners and practitioners.
- ☐ Developing a Health Equity framework to inform service development and delivery.



Inequality and Disproportionality in Adult Social Care

The adult social care population in Camden is representative of the wider Camden population when considered by age and ethnicity.

Insight into disproportionality in Adult Social Care this year has led to focused work in a number of areas including:

- ❑ More young adult carers and carers who identify as Black, Asian or from an ethnic minority reported they were not getting the support they need, which led to a specific priority in the carers action plan to address this.
- ❑ Older people, carers and those living alone are more vulnerable to the impacts of cold weather and the cost-of-living crisis. Through a risk stratification approach we have identified and targeted support to them.
- ❑ Somali people with a learning disability were more likely to find the transition pathway from childhood to adulthood challenging. Specific Market Place events have taken place for this community and development workers are being recruited to help address this inequality.
- ❑ The Equalities Data Action Group is focused on applying an equalities and disproportionality lens to all the work we do, whilst improving the standard of recording to ensure we have robust equalities data.



Our vision and priorities

- ❑ Our determination to address the deep inequalities we see defines our purpose as a whole organisation, with our vision captured in We Make Camden.
- ❑ Our **Health and Wellbeing Strategy** takes a **population health approach** to identifying priorities and this, alongside our **Supporting People Connecting Communities Plan** anchor us in our long-term ambition that **communities support good health, wellbeing and connection for everyone so that they can start well, live well and age well.**
- ❑ **At the heart of our approach is our focus on offering better early support** for residents; reducing or delaying the need for acute and crisis-level interventions wherever possible.
- ❑ **We see our care act responsibilities as being delivered through the whole council and wider system,** and are excited to introduce you to colleagues from beyond Adult Social Care as you spend time with us.



Supporting People Connecting Communities Plan
Our priorities

What we're most proud of

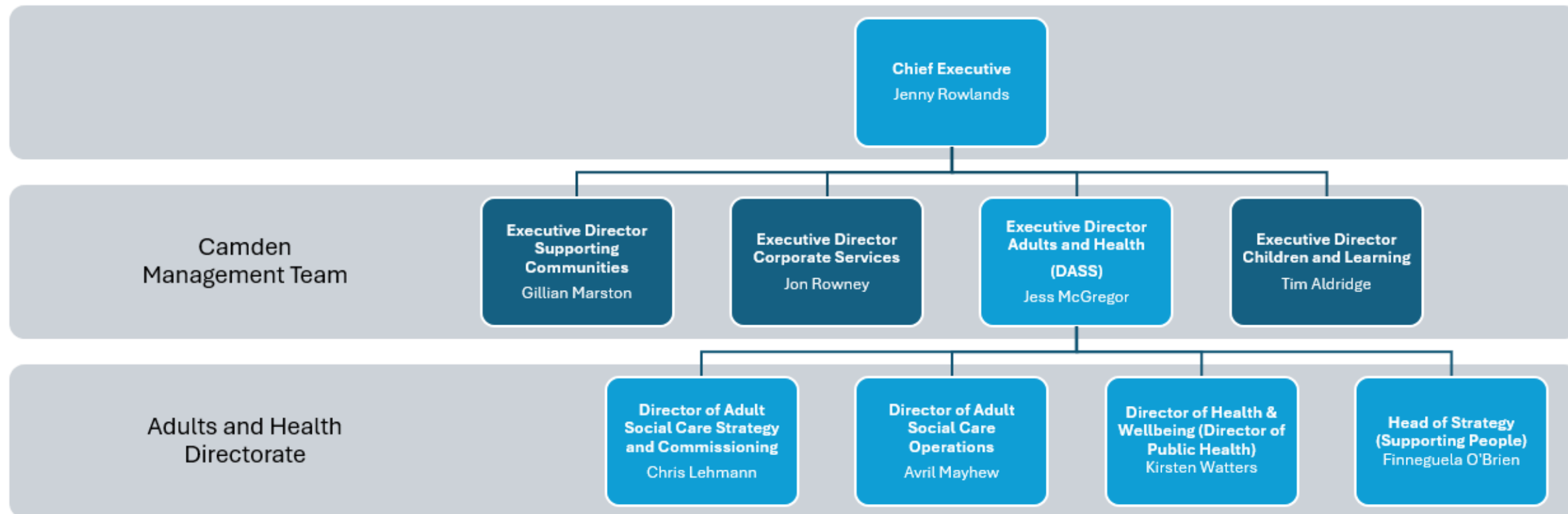
- ☐ Our hard working and committed staff
- ☐ Our What Matters practice model
- ☐ Our commitment to integrated ways of working
- ☐ Our strong relationship with Children's Services
- ☐ Our commitment to prevention and early help
- ☐ Our place-based partnership working
- ☐ Our commitment to innovation and co-production



Our service structures

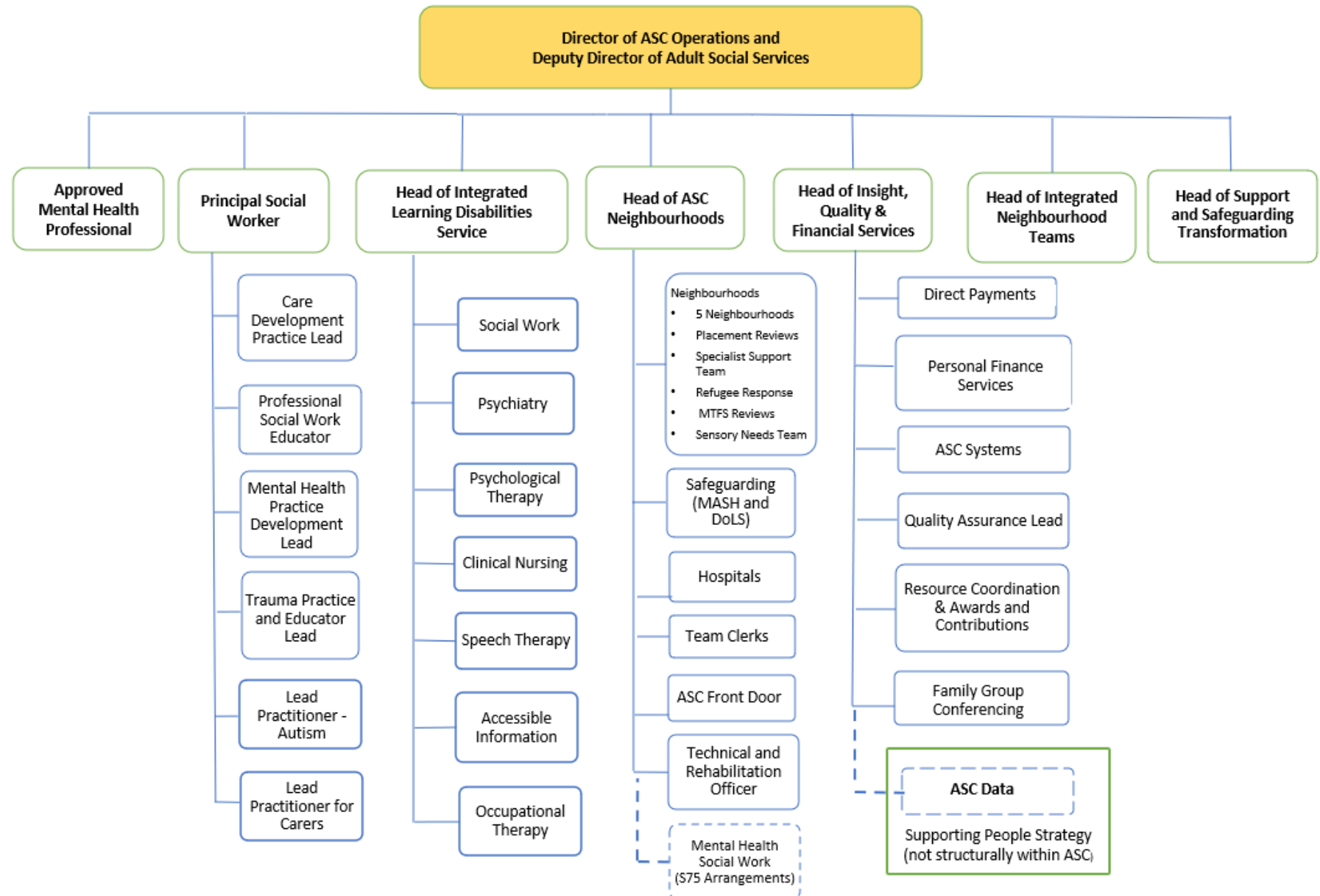


Corporate Leadership



Adult Social Care Operations

Avril Mayhew, Director



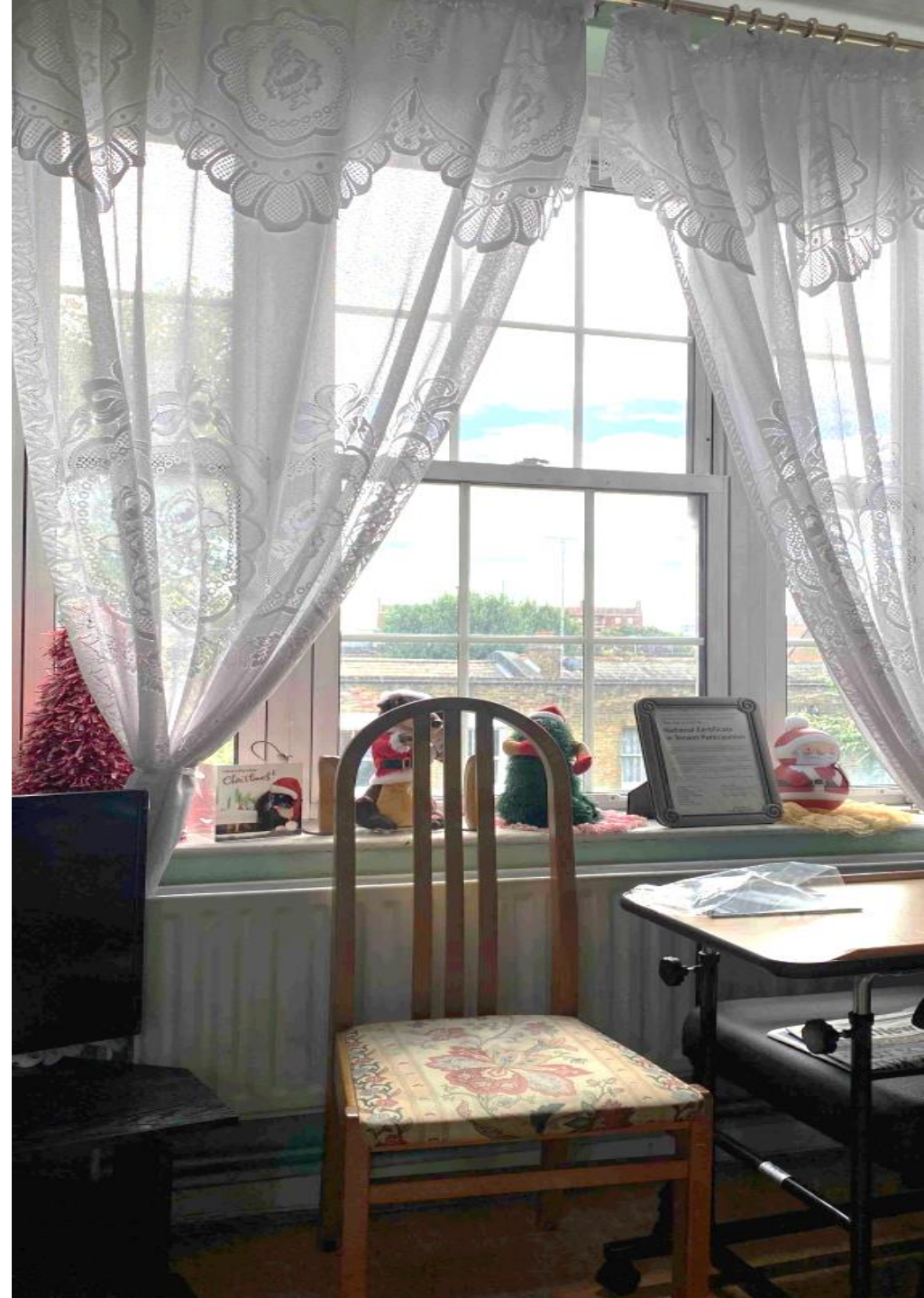
Operations: Strengths and areas of focus

Areas of strength include:

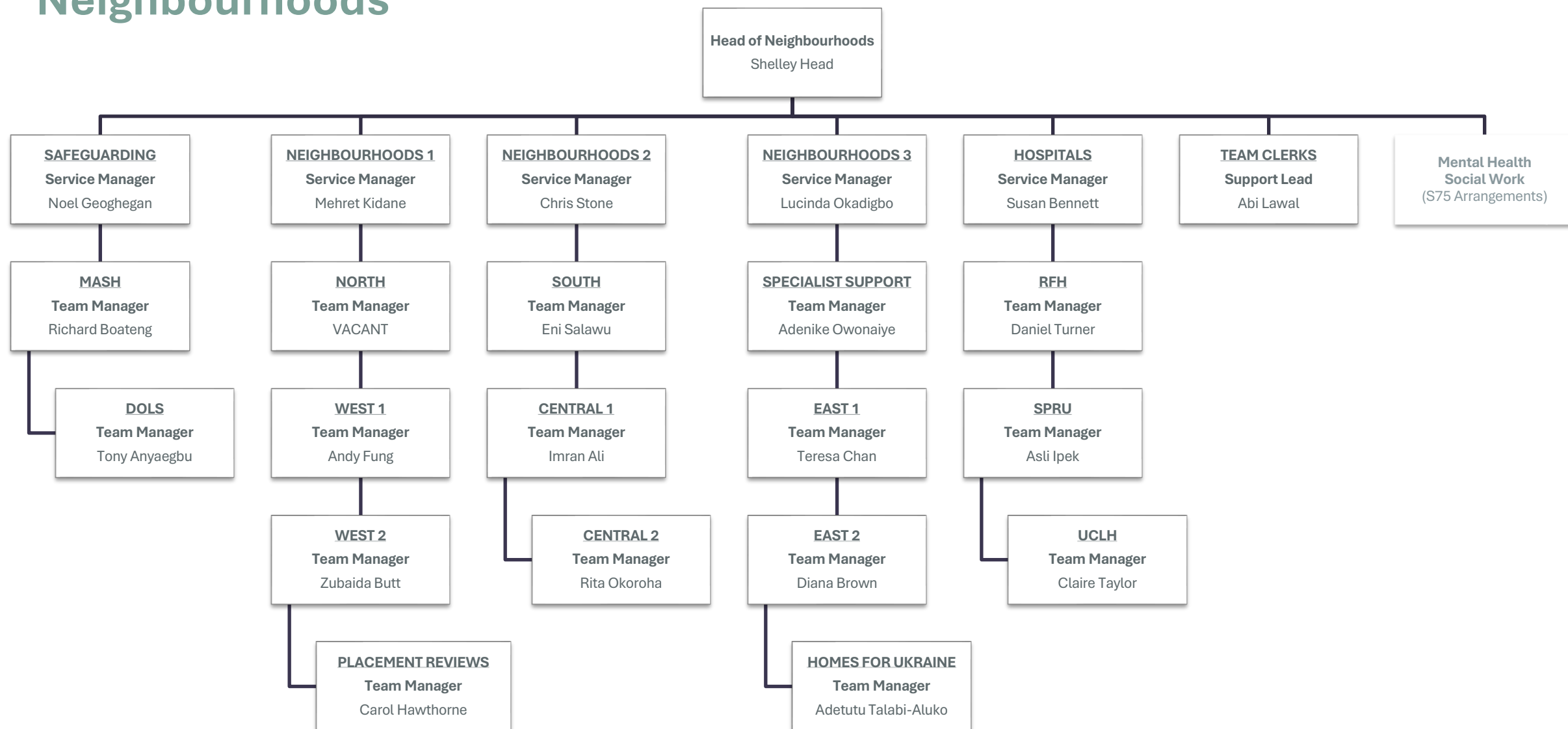
- Staff commitment to multi-disciplinary working, for example safeguarding, frailty hubs, CLDS, Mental Health, Hospital Discharge
- Joint and innovative work with Children's services on Transitional Safeguarding
- What Matters – our strengths-based practice model

Areas of focus include:

- Reducing the amount of time that people are waiting for assessments and reviews
- Developing a new model of Mental Health Social Work
- Strengthening our offer to people experiencing multiple disadvantage and carers



Neighbourhoods

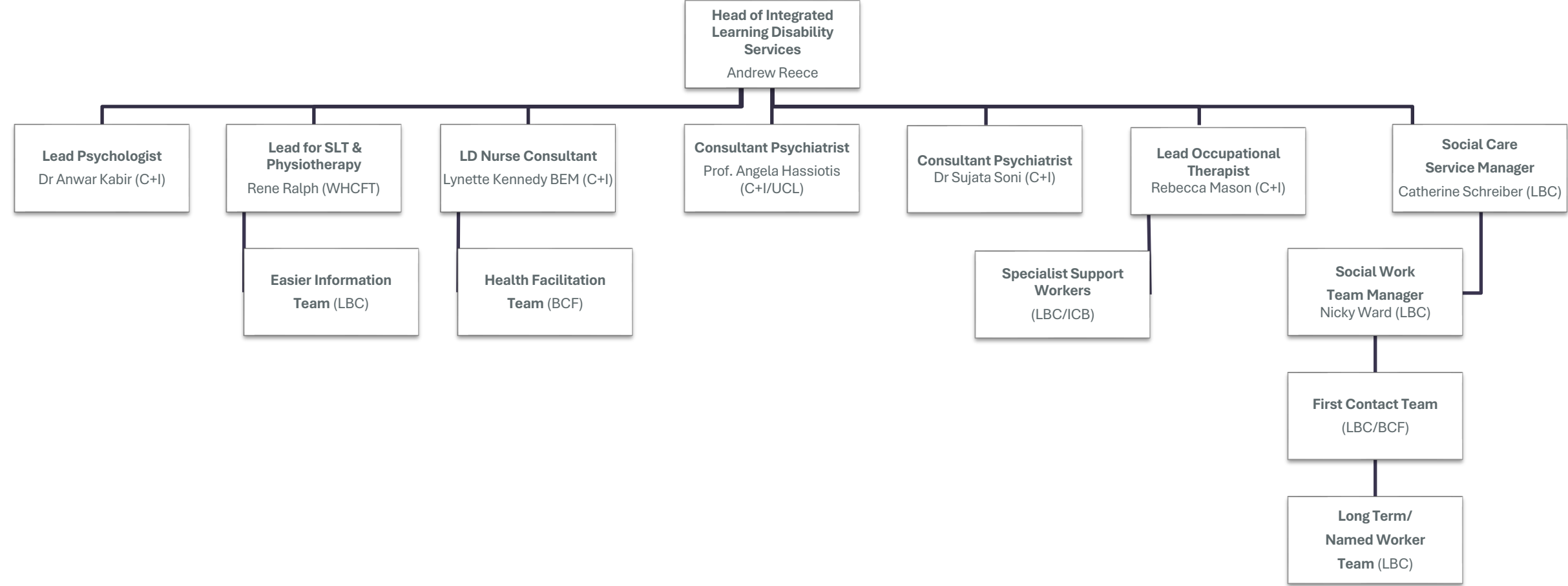


Mental Health: Camden & Islington NHS Foundation Trust

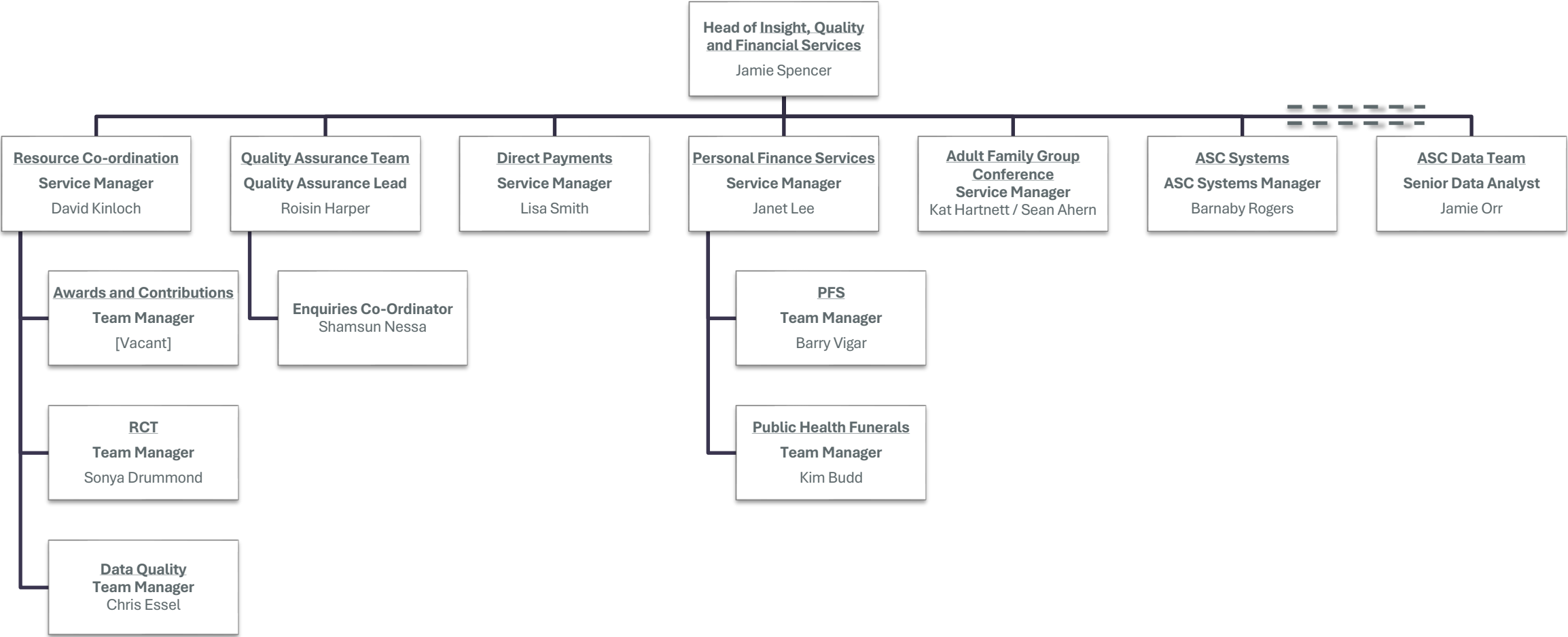


Integrated Learning Disability Services: CLDS

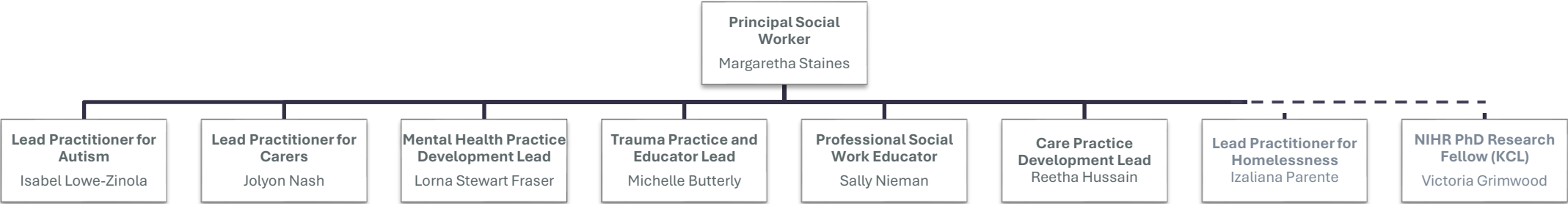
(Camden Learning Disability Service)



Insight, Quality and Financial Services

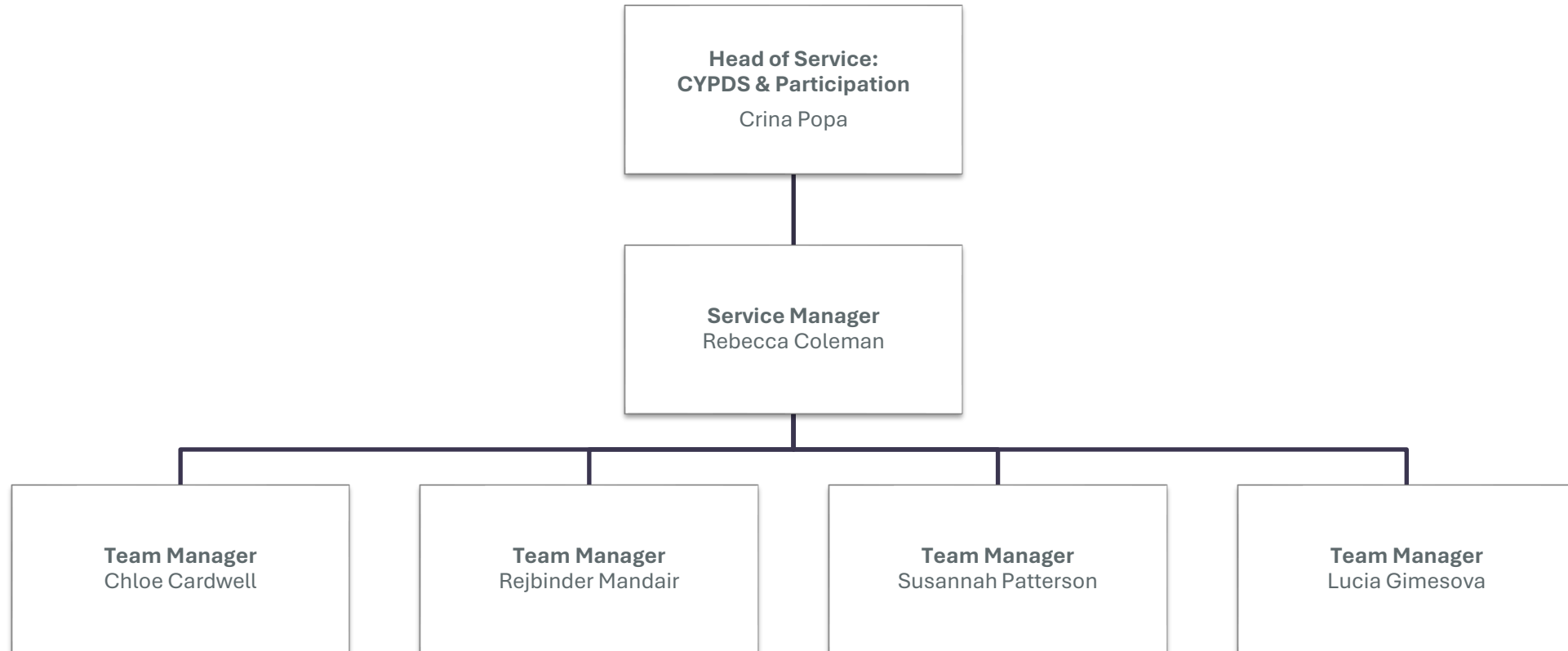


Principal Social Worker and Practice Leads



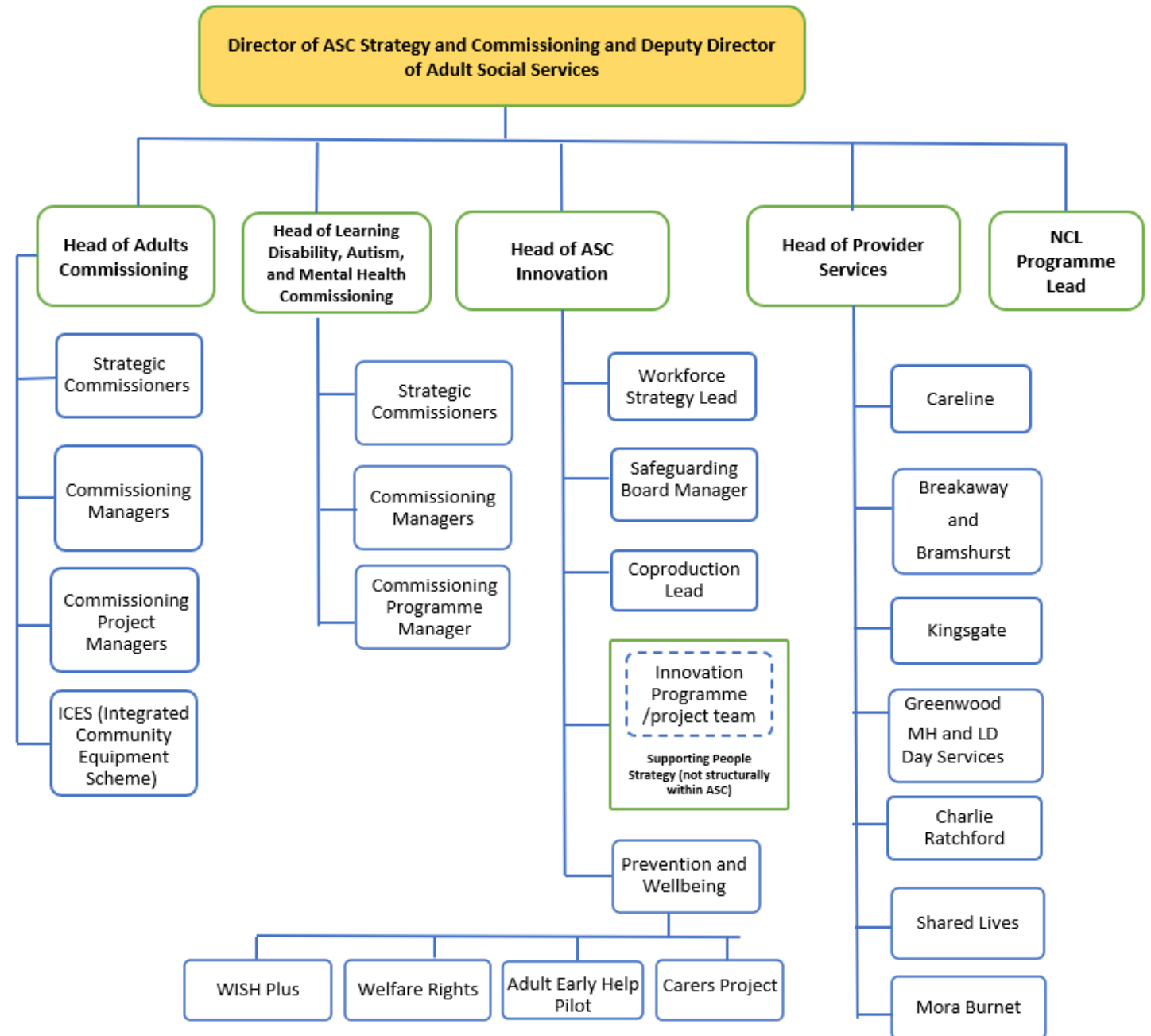
Children and Young People Disability Service (CYPDS)

As part of our Children and Learning Directorate



Adult Social Care Strategy and Commissioning

Chris Lehmann, Director



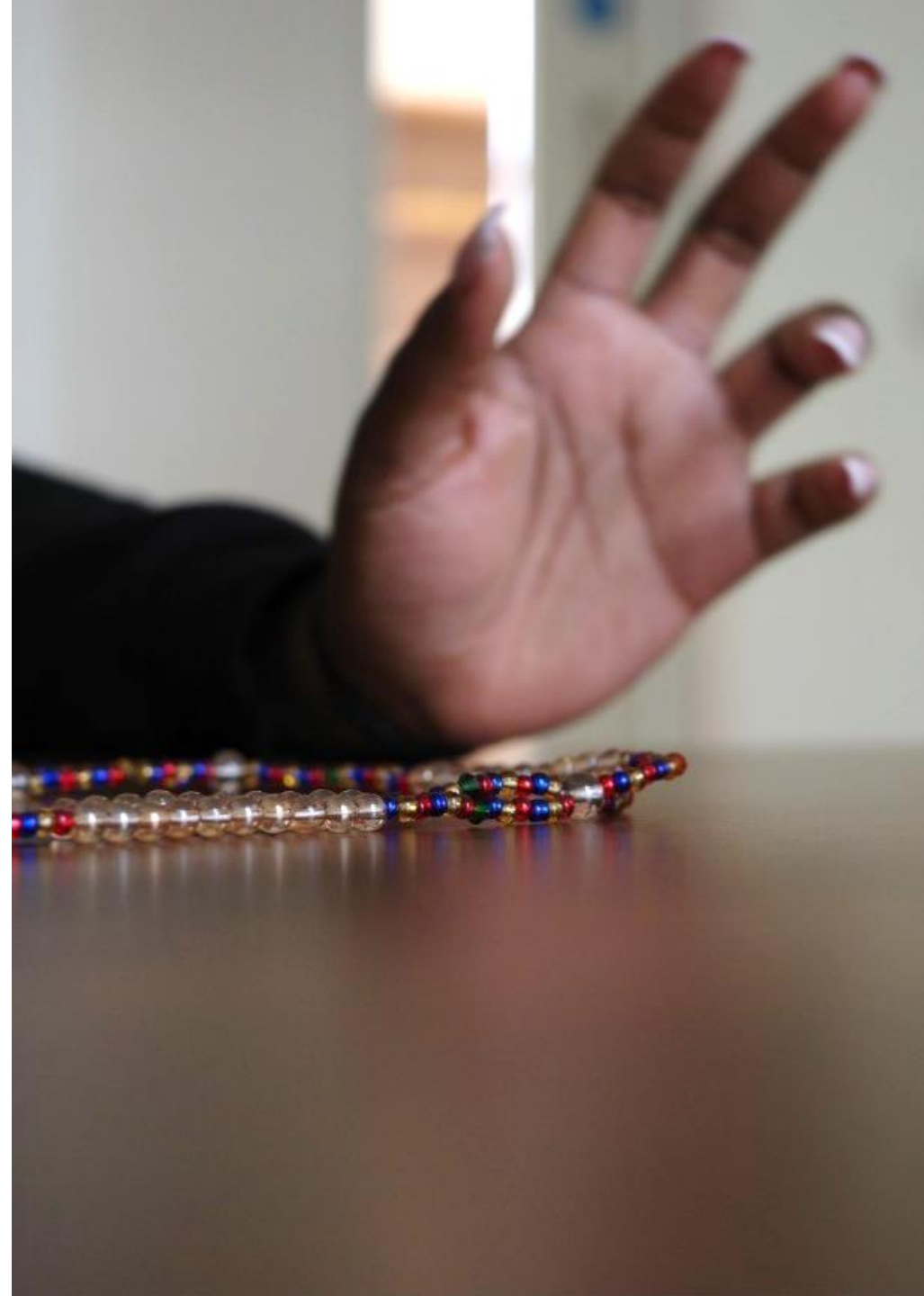
Strategy and commissioning: Strengths and areas of focus

Areas of strength include:

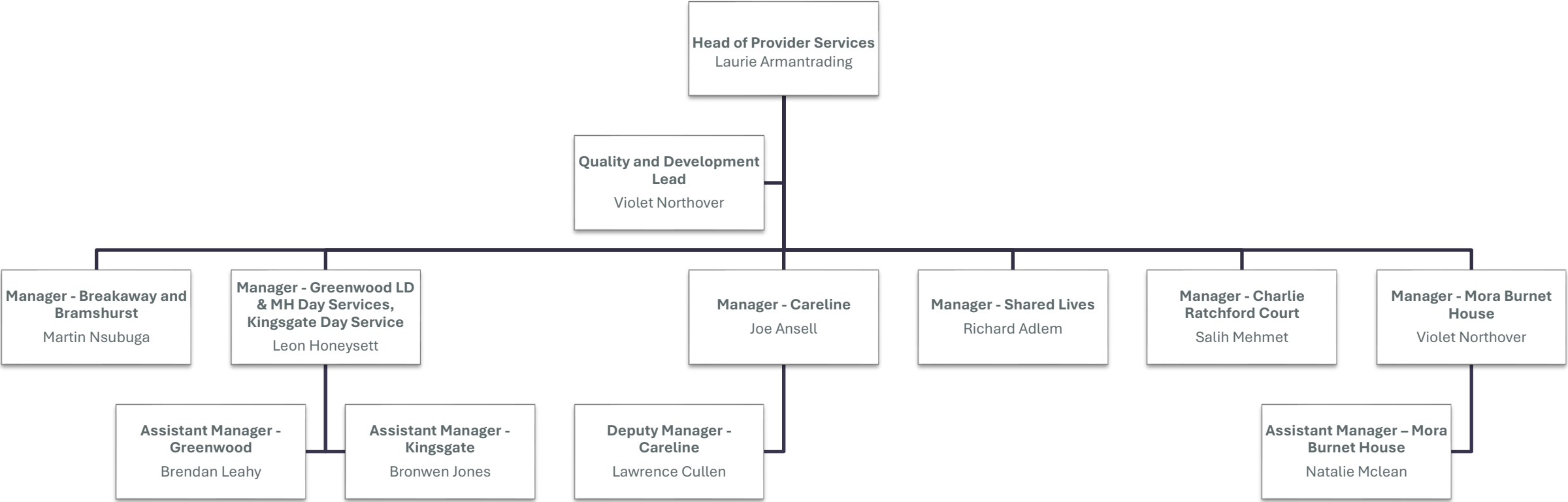
- Relational approach to commissioning, reflected in strong provider engagement
- Market shaping, fostering innovation as well as stability
- Co-production with residents and providers
- Monitoring, oversight and continuous improvement

Areas of focus include:

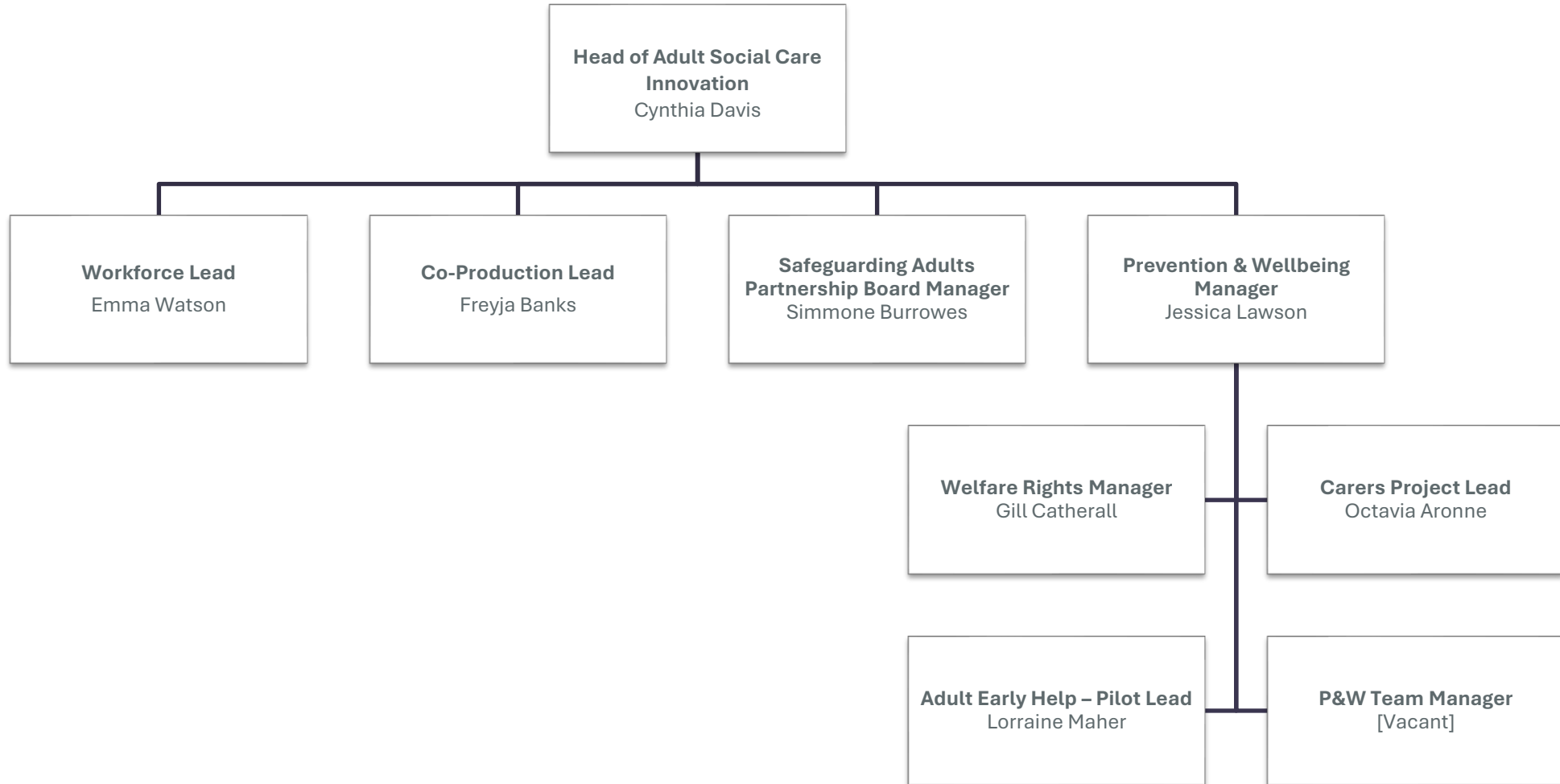
- Meeting the needs of a changing population through our Accommodation Plan
- Refreshing our Market Position Statement and embedding our approach to quality assurance
- Improving residents' experiences of drawing on services, as identified through national surveys and local feedback



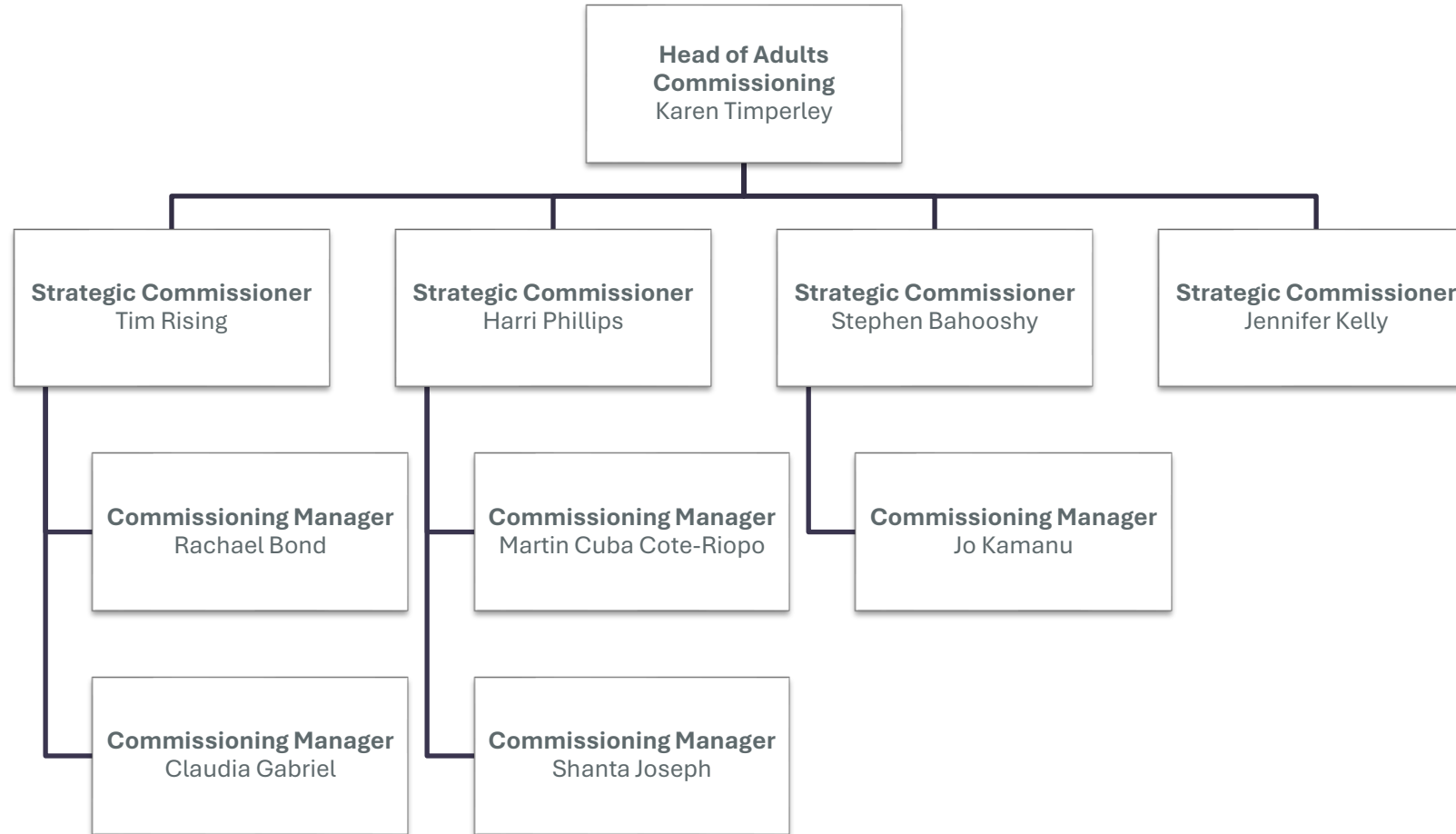
Provider Services



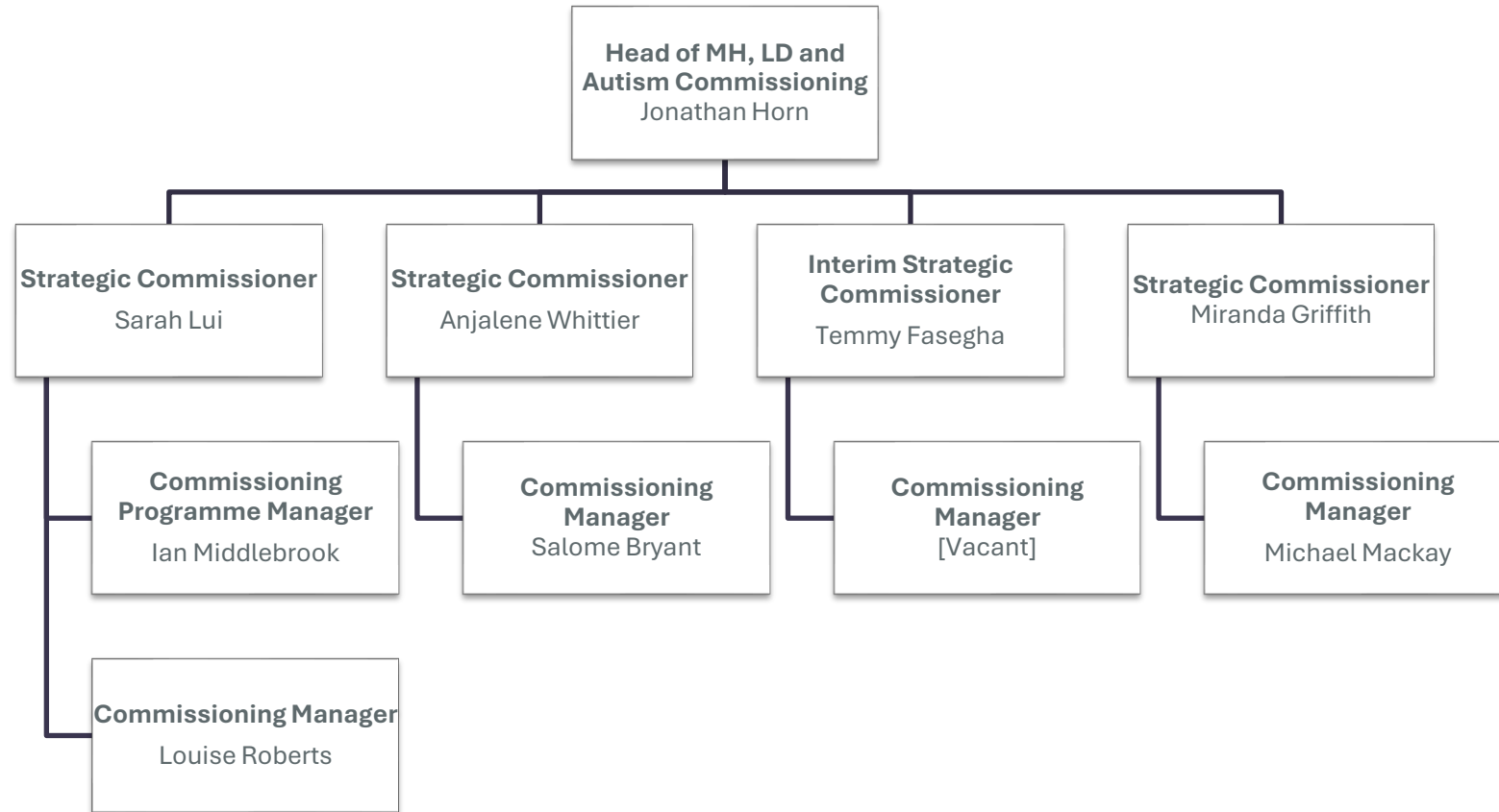
Adult Social Care Innovation



Adults Commissioning



Mental Health, Learning Disabilities and Autism Commissioning



How we work



Our approach to oversight and governance

Quality assurance and performance

- ❑ Our renewed **Quality Assurance Framework** and **Quality Action Plan** in place with a dedicated Quality Assurance Lead
- ❑ Significant investment into **data analytics capacity**
- ❑ A **monthly oversight board**, focussed on quality assurance, insights and finances

Risk and business continuity

- ❑ Corporate governance of risk is maintained through the Audit and Corporate Governance Committee and corporate reporting to CMT
- ❑ Business Continuity Plans are regularly reviewed and revised as required
- ❑ We embed quality and risk analysis into all areas of our work.

Transformation Programme

- ❑ The transformation programme is the delivery vehicle for our SPCC plan and is overseen by our SPCC Transformation Programme Board

Health integration

- ❑ Collaboration and joint funding with the ICB
- ❑ Health and Wellbeing Board strategy
- ❑ Management of the Better Care Fund to drive between health and social care

How do we know we are making a difference?

We are committed to **gathering feedback** continually through:

- ❑ Co-production and resident engagement via surveys, focus groups, workshops and consultations
- ❑ Compliments/Complaints process
- ❑ ASCOF and statutory surveys

Plus informing how we **improve and deliver** our services through:

- ❑ Adult Social Care Co-production Framework
- ❑ New monitoring and evaluation measures for co-production are in development (as part of the framework action plan)
- ❑ Co-production: Policy and service development, involvement on boards e.g. Adult Safeguarding Partnership Board, Planning Together, MH Partnership Board, Borough Partnership Carers Board
- ❑ Quality Assurance Framework and delivery of our Quality Action Plan
- ❑ Data and Insights from our What Matters approach to social care

What Matters and The Way We Work

- ❑ **What Matters** is our approach to putting people at the heart of everything we do in Adult Social Care. It is about supporting people to build the sort of lives that really matter to them and those around them.
- ❑ It is based on strengths-based and relational practice models.
- ❑ It is underpinned by practice guidance, supervision, learning and development and robust quality assurance.
- ❑ It has been influential in the Council's wider ambition to be a relational organisation as set out in The Way We Work, which describes the Council's approach to delivering its core ambitions.
- ❑ Being a relational organisation means being human-centred, kind and compassionate in the way we lead our workforce and deliver our services.



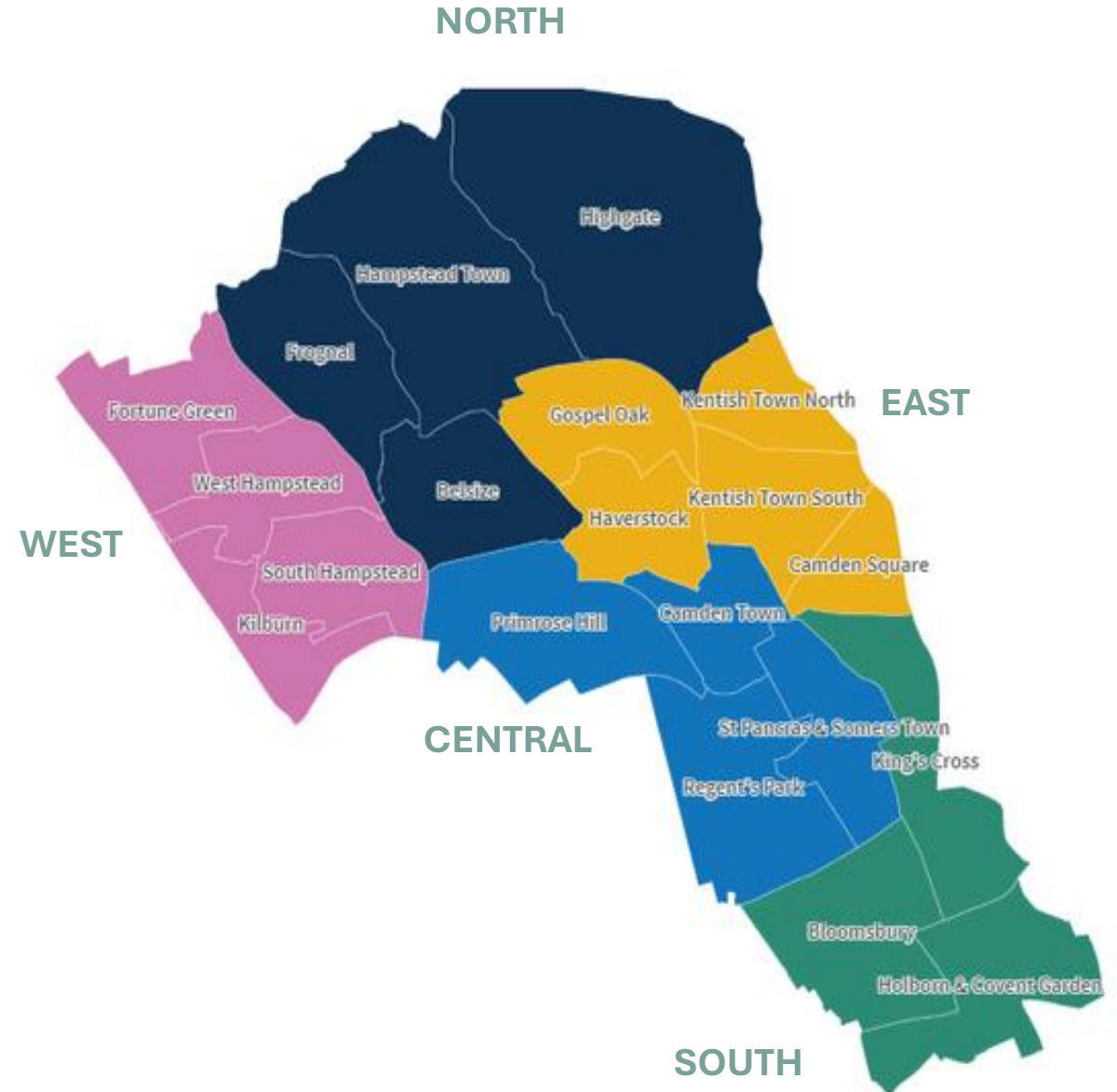
A person's journey from initial contact to assessment

- ❑ Residents, family members or professionals can contact Adult Social Care through the **Council's contact centre, Contact Camden**, or via our website where they can complete a short contact form (CLDS have a specific referral route through First Contact).
- ❑ Residents can then expect a call back within 48 hours for a strengths-based conversation about their needs and how they could be best supported. This could be
 - Provision of tailored advice and information
 - Connection to appropriate community resources
 - Connection with one of our teams for advice and support
- ❑ **In urgent situations** residents can bypass the referral system and speak to someone directly to ensure the right support is provided at the right time.
- ❑ **Anyone already receiving care** and support will be directed straight to the relevant service and ideally the allocated worker supporting them, as they know the person best and are best placed to deal with any issues or developments.
- ❑ **People experiencing mental ill health** can be referred directly to the Mental Health Trust either through a self referral or by a professional
- ❑ All residents who, following an initial conversation, appear to have care and support needs will have an assessment from **a practitioner in a Neighbourhood Team, CLDS team, CYPD or a Mental Health Team**. This will be dependent on their presenting needs and how we feel those needs and outcomes can be best met.



Neighbourhood Working: how our front-line teams are set up

- ❑ Adult Social Care Neighbourhoods is Camden's largest operational service. A new service structure went live in June 2024.
- ❑ These new arrangements will deepen our connections with local communities and foster closer relationships between social care, residents, community partners and other council teams, including Housing.
- ❑ People in Camden with care and support needs will be supported by their local neighbourhood team in a timely, holistic, strength based and seamless way.
- ❑ Managers and staff will be accountable for delivery of our care act duties in their specific neighbourhood.
- ❑ The majority of our frontline work with residents is delivered through the neighbourhood teams apart from Borough wide specialist services for people with a learning disability (CLDS), young disabled people (CYPDS) and Mental Health services.



How specialist services support people with specific needs

- ❑ **People with mental health needs** are supported by multi-disciplinary teams located across the Borough and managed by Camden and Islington Mental Health Trust. Social Workers are currently seconded to the Trust under a Section 75 agreement.
- ❑ **Camden's integrated learning disability service** supports people with a learning disability, offering both health and social care support. They work in partnership with Planning Together, our LD Partnership Board, Commissioners and our local specialist providers, informed by the co-produced CLDS Promise.
- ❑ **Autistic adults are supported by our 5 neighbourhood teams** and practitioners can access specialist advice and support by our Lead Practitioner for Autism.
- ❑ **Our Sensory Needs team consists of 3 technical rehabilitation officers** who work with people who are deaf or hard of hearing or who are blind/visually impaired. The team is currently located in a neighbourhood team and works with residents across the Borough.
- ❑ **People experiencing multiple disadvantage** such as homelessness, mental ill health, drug and alcohol misuse are supported by a new Adult Social Care Specialist Support Team.
- ❑ **Our internal early intervention offer** includes information and advice provision; welfare rights; assistive technology and family group conferences. Beyond Adult Social Care, our DASS sponsors a cross-Council Adult Early Help pilot which is currently underway.
- ❑ **Strong relationships within the Council, across the health & care system, and with our community partners** also mean we are linked into broader preventative support including services such as floating support, neighbourhood networks, the Reach Out alliance, social prescribing and the autism hub.



Transitions and supporting Young Adults

- ❑ **We work hand in hand with Children's services** to ensure young people can access good preventative support and clear and safe transition pathways when they need adult services. This includes working in person-centred and trauma-informed ways to ensure no young people fall through the gaps.
- ❑ **Transition for young people with a learning disability from CYPD to CLDS** starts at 16, and this is a well-established pathway built on strong relationships with Children's services.
- ❑ **Transition of young people into neighbourhood teams** is promoted by early identification of young people who may require support, including young people who are care experienced or who are Autistic.
- ❑ Our **Carers Action Plan** focuses on supporting Young Adult Carers and will align with the forthcoming Young Carers Action Plan. A joint operational protocol is in place in relation to young carers transition and this will be revised in the coming months.
- ❑ **When transferring those who need continuing support** to the Adult Mental Health Service, CAMHS and EIS (Early Intervention Service for Psychosis) ensure smooth transition by providing a period of joint intervention.
- ❑ **Minding the Gap provides robust and community-based support** for young people moving from children's to adults' mental health support, and is delivered in partnership with the ICB and voluntary sector. A free drop-in health and wellbeing service operates from the Hive.
- ❑ **Evolve is a specialist service providing 1:1 support for young adults** affected by or at risk from youth violence and exploitation, including younger people who are transitioning into adults' services. Evolve also provide case consultations and advice to professionals working with this age group.
- ❑ **Our Integrated Youth Services also work with young people 18+** through initiatives including our FWB service tackling substance misuse; our Youth Justice Service supporting transitions to probation; our Summer University and our Count Me In project.



Our Section 75 Agreements

❑ **Mental Health social work**

Following a review of current Section 75 arrangements we are co-producing a new model with the Mental Health Trust which places mental health social work in the heart of our neighbourhoods. This means Social Workers being co-located within multi-disciplinary teams to ensure people are supported in a timely holistic way, underpinned by a "no wrong door" approach.

❑ **Commissioning for shared outcomes**

In commissioning, we have arrangements for the joint funding of services including Reach Out Camden alliance (our mental health prevention and early intervention partnership with the VCS) and Mental Health employment services. This collaboration with the ICB means we can deliver better outcomes for residents by pooling resources to deliver shared priorities.

❑ **Camden Learning Disabilities Service (CLDS)**

CLDS is jointly commissioned under a s75 agreement by LB Camden and NCL ICB to provide health and social support to people with a diagnosed global learning disability. NHS staff are seconded into LB Camden from 2 local NHS trusts and all staffing, health and care budgets are delegated to the Head of CLDS, including s117 and CHC budgets. The agreement is overseen by the quarterly joint learning disability Executive Board, with members drawn from the Council, ICB and the 2 NHS trusts.



Working with Commissioned Partners

- ❑ **We pride ourselves on working with providers as partners** and endeavour to build an environment where trust, openness and transparency is supported across these partnerships. We know that the way we interact with and commission our providers can impact on their ability to deliver safe, high-quality care and support for our residents.
- ❑ **These partnerships support our understanding of the local market** and identify key trends and concerns that may impact the provision of quality care, from financial sustainability through to staff recruitment and retention.
- ❑ **Through our partnership approach we can ensure that commissioned services mirror the values of Camden** and are able to excel and innovate. It is an ongoing priority that commissioned services meet and exceed quality and safety standards, with equalities and co-production embedded throughout.
- ❑ **A number of partners support the Council to deliver Care Act duties**, including services that offer care and support in the home and in accommodation-based settings, reablement, advocacy, carer support, direct payments, preventative wellbeing support and community-based day opportunities.



Our commissioned partnerships

- ❑ **Camden Carers** are commissioned to support the wellbeing of adult carers. This includes providing specialist advice and support.
- ❑ **Rethink Advocacy services** support the Council with statutory duties in relation to advocacy and DoLs reviews.
- ❑ **People Plus** offer Direct Payment (DP) support to both adults and young people.
- ❑ **Camden Disability Action** is a member-led voluntary sector organisation that hosts a number of services including D/deaf advice.
- ❑ **Autism Hub** offer advice, advocacy and support services to Autistic residents and have been key to co-producing the Autism Plan.
- ❑ **Care in the home and accommodation-based providers** are key partners in dispensing our Care Act duties.
- ❑ **Learning disability community support** meets Care Act eligible needs for many of our learning disability population.
- ❑ **In-borough supported accommodation for mental health and learning disabilities** supports ~290 people to live well in their community.
- ❑ **Employment support** across mental health, learning disabilities and autism supports people to get meaningful jobs and retain them.
- ❑ **Reach Out Camden** is our alliance with VCSE partners to deliver a cohesive preventative mental health offer.
- ❑ **Specialist equipment to support residents at home** is provided through the pan-London contract with NRS.



Our in-house provision

Focusing on developments over the past 12 months:

- ❑ **Accommodation:** 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 learning from our innovative work at **Charlie Ratchford Court**. We also deliver services at **Bramshurst**, supported living for people with physical disabilities and acquired brain injury, and recently launched a pilot to work in innovative and inclusive ways with residents who may have disengaged from support. We also run **Breakaway**, which provides residential short breaks for adults with learning disabilities.
- ❑ **Day Services:** Alongside our day services for people with learning disabilities, we recently expanded our mental health offer at the **Greenwood Centre** in partnership with the North London Mental Health Partnership to integrate our social care and clinical teams. Our building-based day service for older people at **Kingsgate** worked with Service Managers in our Neighbourhood Teams, training four support workers as '**Trusted Assessors**' to undertake statutory annual reviews with people who draw on Kingsgate services. We have also developed an innovative '**Club Model**' in response to a recent provider failure and exit from the market.
- ❑ **Shared Lives:** We recently expanded our Camden **Shared Lives** offer to include people drawing on mental health services. We are also exploring how Shared Lives can reduce the risk of homelessness for refugees and asylum seekers, offering a supportive home environment after a time of significant change and uncertainty.
- ❑ **Technology Enabled Lives:** In addition to being able to provide, instal and monitor a range of assistive technology solutions for people to remain safe and independent in their homes, **Careline** supports residents 24/7 when they use their tech to contact us. We are actively working towards our TSA accreditation and are focused on building relationships with regional and national networks to continue to innovate our services.

A Place to Call Home

- ❑ **Adult Social Care and Housing are inextricably linked.** We all want people to have a place to call home, to enable them to lead the lives they want to lead. We are less concerned with structures and more with how we work together in an integrated way.
- ❑ **Housing is integral to how we discharge our Care Act duties.** It is a big part of the family of services that provide early help and support when people need it. Housing with care, residential homes and nursing homes are commissioned by Adult Social Care. We work together on our Local Plan and Housing Strategy to enable people to be as independent as possible.
- ❑ **We operate within an extremely challenging local and National context.** As a large social landlord in the context of the cost-of-living crisis and a broken national housing system we are seeing more and more people living in our accommodation who have greater, more complex needs.
- ❑ **This has required an innovative response.** We pride ourselves in trying to think of different ways to support people, no matter where or how they are living. Our innovative approach can be seen in our neighbourhoods model, adopting relational and psychologically-informed approaches in housing, and the ways we work to help people stay in accommodation for longer.
- ❑ **We work together** on key priorities such as our response to homelessness, our single adult pathway, preventative support (floating support and Careline), the Deep Clean initiative and housing allocations policy.
- ❑ **Creative use of housing stock** has seen voids in sheltered housing (a service that sits in housing) become supported living units for people with learning disabilities.



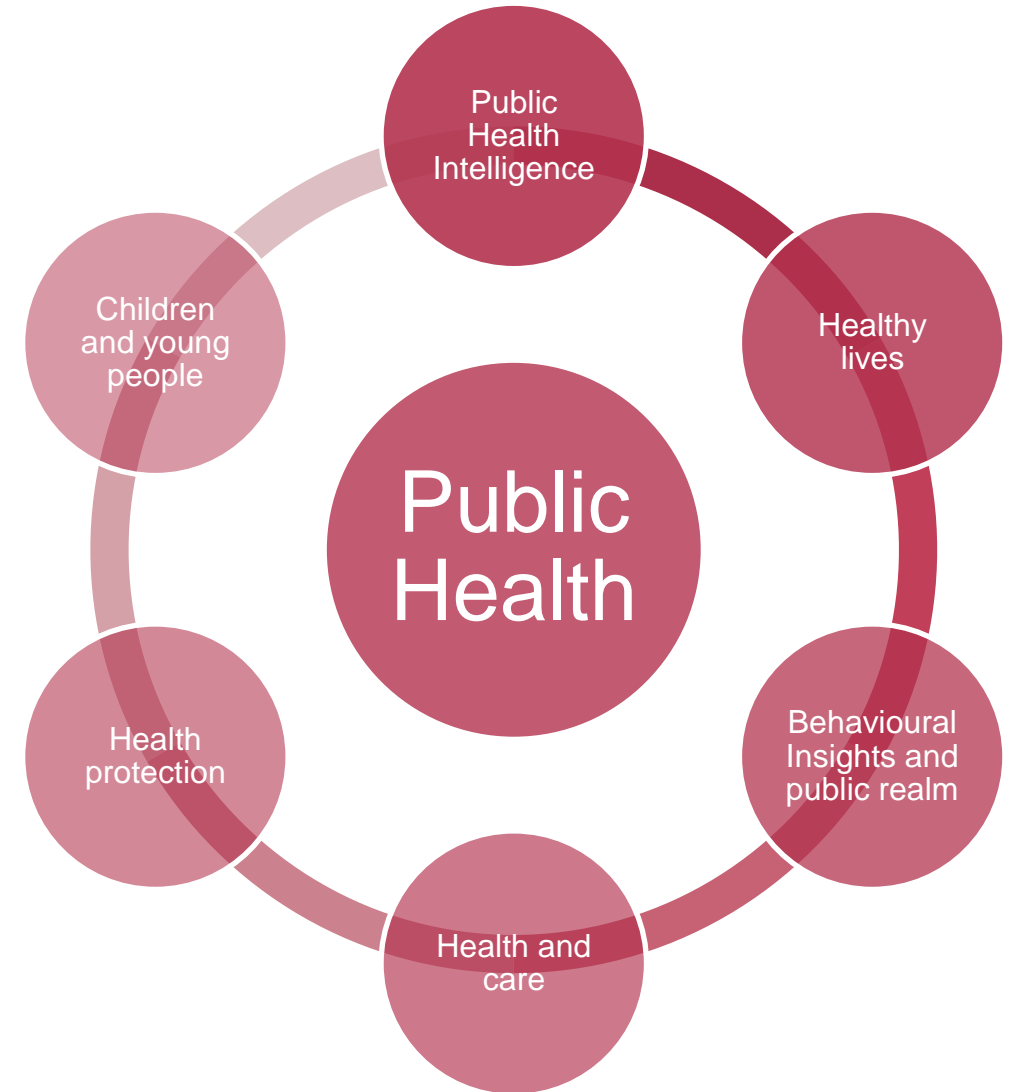
Our work with Public Health

Our Health and Wellbeing service sits alongside Adult Social Care in our Adults and Health Directorate. It brings together public health, schools, families and early years health improvement and children's health commissioning. Their priorities are:

- ❑ Improving and reducing inequalities in health and wellbeing through high quality advice, treatment and services.
- ❑ Protecting residents from communicable disease, environmental hazards and other health threats.
- ❑ Supporting a resilient, equitable and effective health and care system.
- ❑ Engaging residents on their health and wellbeing to promote resilience and enhance individual and population health.

Joint work with Adult Social Care is enabling us to progress:

- ❑ Data and Insight work to inform our service priorities and targeted action.
- ❑ Alignment of commissioned services to support residents who need access to them. This includes drug and alcohol, public and child mental health, and tackling rough sleeping and homelessness.
- ❑ Developing a Health Equity framework to inform service development and delivery.
- ❑ Delivering our Health and Wellbeing Strategy.



Thank you

We are looking forward to showing and telling you more

