

Camden market position statement 2023

Integrated Commissioning



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Introduction

Camden Council is developing and sustaining a diverse, vibrant and good quality market for adult social care which is central to the Council's market shaping duties under the Care Act 2014. Our provider organisations are extremely important to us.



The Market Position Statement (MPS) for Integrated Commissioning Services aims to create a common understanding of the local care market covering need and demand for care, the current supply of services, and commissioning intentions to enable the effective design and delivery of services for people that need care and support now and in the future.

Importantly this creates a platform for continued dialogue and collaboration with providers around the challenges facing the local social care and health system, and the market development solutions that exist to improve care outcomes.

The **Care Act 2014** sets out the law around market development in adult social care. It sets out duties on local authorities to facilitate a diverse, sustainable high-quality market for their whole local population, including those who pay for their own care and to promote efficient and effective operation of the adult care and support market as a whole.

Vision

We have built stronger relationships with many providers through the pandemic and we want to develop this further. We want to work in close partnership. We want to help existing and potential future providers to understand Camden, the strategic priorities and expectations of the Council, along with the local demographics and needs of the population.

We want to facilitate dialogue with existing and potential providers to encourage innovation and stimulate the local market to deliver the best possible care and support for residents. The market position statement also aims to help to prepare the market for upcoming tenders.



Camden Strategic Context

We Make Camden

In the past few years, Camden has come together in new and inspiring ways to tackle some of the most pressing issues facing the borough. In March 2022, We Make Camden was published – the refreshed vision for the future of Camden. It sets out what we want to collectively achieve and lead together and was developed following conversations with residents, partners and community leaders. We Make Camden highlights the big issues facing Camden that we all agree are important, alongside practical ways we can make change together and the change we want to see in the short, medium and long term.



There are six We Make Camden ambitions

1. Camden is a borough where every child has the best start in life.
2. Camden's local economy should be strong, sustainable, and inclusive – everyone should have a secure livelihood to support them to live a prosperous life
3. Camden actively tackles injustice and inequality, creating safe, strong and open communities where everyone can contribute
4. Camden communities support good health, wellbeing and connection for everyone so that they can start well, live well, and age well
5. Everyone in Camden should have a place they call home
6. Camden should be a green, clean, vibrant, accessible, and sustainable place with everyone empowered to contribute to tackling the climate emergency

The pandemic was a traumatic and hard time for Camden. But it also showed how much could be achieved when our whole community pulled together. Together we fed tens of thousands of people, permanently housed over 500 rough sleepers, delivered millions of pieces of PPE and saved lives. We broke down barriers between organisations and embraced community action. As we recover from COVID-19, we are determined to take the same energy and shared purpose into solving the challenges our communities have raised, from decarbonising our borough to addressing poverty. Delivering our ambitions is supported by a set of Camden Missions and Challenges that we want to tackle with our partners and communities across the borough. The four Camden Missions evolved from the work of Camden's Renewal Commission, which was set up in 2020 to take stock of the impact of the pandemic on Camden, to identify the biggest and most pressing issues our community was facing and to explore new ways of working to address these issues. Camden's missions are our long-term goals to break down and tackle big, complex issues facing the borough.

The 4 Missions we want to achieve over the coming years are:

- **Diversity:** By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow
- **Young people:** By 2025, every young person has access to economic opportunity that enables them to be safe and secure
- **Food:** By 2030, everyone eats well every day with nutritious, affordable, sustainable food
- **Estates and neighbourhoods:** By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity

Following continued conversations and collaborations across Camden since the pandemic began, we developed the six Camden Challenges covering the other areas where we believe working differently with our community will achieve real change. Responding to these challenges will be community-led and will be a shared endeavour with the community, partners and the Council working side-by-side to



understand these complex problems and seek solutions together. The Challenges are at an earlier stage but as they are developed with our community, there is the opportunity for these to become community driven missions.

The 6 Challenges we want to achieve over the coming years are:

- **Safety:** Everyone is safe at home and safe in our communities
- **Debt:** Everyone can get the support they need to avoid debt and be financially secure
- **Digital:** Everyone in Camden can access and be part of a digital society
- **Loneliness:** No one in Camden is socially isolated without the means to connect to their community
- **Housing:** Camden has enough decent, safe, warm, and family-friendly housing to support our communities
- **Climate emergency:** Camden's local economy tackles the climate emergency

Supporting People Connecting Communities Strategic Plan

In Camden, we have a strategic plan for how we deliver services in Adult Social Care and across the Council to support our residents to live and age well. This goes beyond Adult Social Care and sets out the whole Council's strategic ambition for people to live and age well in Camden. It builds on the ambitions set out in We Make Camden 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.

The new **Supporting People Connecting Communities strategic plan** was published in November 2020. It is a refreshed version of our 2017 plan, with some updated aims and priorities to build on what we have achieved so far and what we have learned.

Our plan has been shaped by 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. We have also worked closely with our key partners and stakeholders across the borough, including the community and voluntary sectors, to look at how we can sustain adult social care services in Camden for the future.

Camden Care Choices

Camden Care Choices is the council's website for adult care and support in Camden where you can find information and advice about care and support needs, including:

- how to access care and support if you have a long-term condition, disability, or frailty
- staying at home during COVID-19, practical information and resources to support you, for example, getting food and shopping, befriending services, energy advice (gas, electricity and water) and keeping warm
- living independently at home, including assistive technology and minor equipment
- support for carers, including short breaks and support in the workplace
- money and legal issues

It includes a directory of services and homecare agencies.



Anti-racism

In Camden we recognise the need to take action to remove systemic racism from society - looking at our own working practices while encouraging tolerance in the people we serve. We will continue to respond to the recommendations of the **Building Equal Foundations** work conducted in response to the pandemic.

Camden Council has a zero-tolerance approach to racism and any form of prejudicial behaviour. Any kind of racist abuse or other prejudicial behaviour towards adult social care staff, personal assistants or care providers is not acceptable.

Adult Social Care staff together with our providers that deliver Adult Social Care services have created a memorandum of understanding that sets out our shared commitment to zero tolerance to racism. This **memorandum of understanding** provides a framework to ensure that all staff involved in the delivery of Adult Social Care services are confident that we do not tolerate racism and that our response to abuse will be timely, visible and credible.

We want to ensure that all our providers are actively anti-racist and we are developing ways to monitor this more effectively in contracts.

Health Inequalities

Our draft **Health and Wellbeing Strategy for 2021 – 2030** was published in November 2021 for consultation.

The strategy sets out how the Covid-19 pandemic has amplified health inequalities in Camden and shown how deep-rooted injustices continue to blight our society. The most significant disruption and loss of life has been felt by those at a socioeconomic disadvantage, who are also more likely to suffer from complex or long-term health conditions. The strategy seeks to achieve greater health equity and mitigate the disproportionate impacts of Covid-19.

While the most recent **Joint Strategic Needs Analysis (JSNA)** shows an overall improvement in health in the borough, the gap between the health of the richest and the poorest members of our community continues to widen. Reducing this gap in health outcomes is our highest priority and requires the whole system to act differently, channelling our collective resources towards the most disadvantaged neighbourhoods and communities. It will require more joined up working between our organisations, not only to integrate health and care services but also to tackle the social determinants of health, encourage healthy behaviours and improve the local environment.

Social value

Social value asks the question “if £1 is spent on the delivery of services, can that £1 be used to produce a wider positive benefit to the community?” In Camden, we see that social value can bring about:

- maximisation of the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of only the goods and services themselves; and
- improvement of economic, social and environmental well-being within the London Borough of Camden.
- Camden’s social value framework is intended to create a vehicle for Camden to both:
- recognise the contributions of our suppliers to social value and the changes it can bring about reduce inequalities and improve wellbeing for residents in Camden; and
- reward those contributions through mandating social value delivery through the procurement process.
- Social value is not just an opportunity to deliver on the ambitions of Camden 2025, it is an opportunity for suppliers to also benefit through:
- being engaged with the community in which a business operates is shown to increase business opportunities and generate further business through brand familiarity and name association;
- creating relationships between staff and the local community;
- attracting the talented and motivated employees and greater job satisfaction as a modern, green, socially aware employer;

- giving staff opportunities to step out of their comfort zone, challenge themselves and engage in the learning and growth in a way that a traditional business setting would not allow; and
- for industries with staff retention issues, providing a platform to engage with schools and create early pathways for recruitment to supplier’s companies.
- Camden Council spends around £400 million a year on contracts with third party suppliers. Within this spend, Camden Council is committed to always securing wider social, economic and environmental value (‘Social Value’) as part of its procurement processes. To this end, Camden Council had made the following organisational commitments to Social Value:
- social value must be maximised effectively and comprehensively through procurement.
- Camden cannot afford not to secure Social Value in its procurement; a missed opportunity to deliver Social Value is a cost that has to be absorbed elsewhere within our budget.
- Social value is viewed as route to innovation and cost savings, not just as the creation of positive social outcomes or only considered to comply with the Social Value Act 2012 – Social Value is embedded within our tender evaluation.
- We are committed to using our money more strategically to produce a wider public benefit than would otherwise have been achieved



Insourcing

Camden is committed to making the borough a better place and working with our communities to achieve this. Re-evaluating how we deliver services is an important opportunity to unlock the wider benefits of what we do. Whilst we want to encourage a diverse market, we also want to have a direct relationship with our citizens, allowing us to respond more fully to their needs, being directly accountable to them, and working flexibly to change and innovate in a way that is often difficult in any contractual arrangement.

A growing body of evidence has emerged to highlight its potential benefit to Councils, offering scope to improve the service citizens receive in the way which does not conflict with the prudent management of public finances. We will always look to deliver services ourselves where these conditions can be met, or working with our wider public sector and community benefit organisations to secure the greatest possible impact for Camden. The following areas help inform that decision:-

- Performance – will a quality service be delivered to citizens?
- Workforce – can we find people with the right skills and experience?
- Value for Money – can it be obtained? This is not just about delivering services as cheaply as possible.
- Social Value – can we offer a level of direct oversight to ensure Camden's ethos is represented.

- Achievement of Camden Outcomes – what would be the impact on Camden as an organisation and a place to live?
- Improving our relationship with our citizens – will doing it ourselves make people feel connected with us and to the myriad of support available thereby creating better outcomes.

Our learning and experience have led us to believe that insourcing services, where the evidence suggests it is prudent to do so, allows us to maximise social value, achieve value for money, and deliver an inclusive economy. When done right, insourcing can represent a powerful vehicle for realising Camden's objectives. When developing new services and recommissioning existing services Camden considers whether the service could be delivered directly by the Council.

Local demographics

The Camden Joint Strategic Needs Assessment

A Joint Strategic Needs Assessment is a way that local authorities, the NHS and other public sector partners work together to understand the current and future health and wellbeing needs of the local population and identify future priorities. The JSNA is a statutory responsibility of the Director of Public Health, Director of Children's Services and Director of Adult Social Services. It was last updated in 2019 for Camden.

The population of Camden is estimated to be 255,500 people in 2019. The population of Camden is living longer, growing and constantly changing. Although people are living longer, residents on average spend the last 20 years of their life in poor health.



Camden is, and will continue to be, dominated by a young working age population. A younger population profile presents a significant opportunity for prevention of conditions that are significant contributors to early death, disability and poor quality of health in Camden.

Camden's population is estimated to increase by 4% over the next 10 years. The highest rate of growth will be amongst the older population, although in absolute numbers the older population will remain the smallest age group.

Camden has a diverse population which are projected to increase over the next 10 years. Camden will see a growth in the Asian ethnic group. This requires a health and care system to ensure services are culturally sensitive.

Poverty is a key determinant of poor outcomes in health and wellbeing and is linked to numerous health problems and unhealthy lifestyles.

The JSNA has detailed information on sections of the population, children and young people, live well, ageing well. There are also fact sheets covering a number of other areas such as older people, frailty and falls, learning disabilities, alcohol and smoking.

Mental health

We are currently compiling needs assessments for our mental ill health population in Camden. This will be provided on the website when completed.



Older People

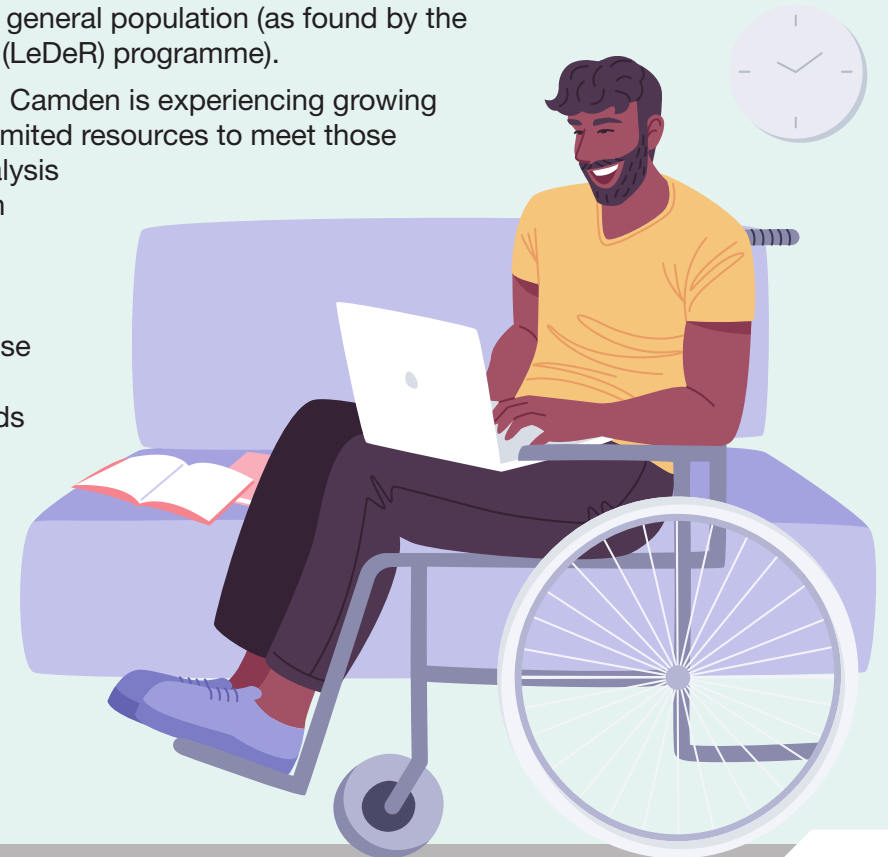
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Learning Disabilities

Camden Learning Disability Service (CLDS) supports people with a learning disability in Camden over the age of 18 and has over 700 people known to the service. The CLDS Promise tells people with a learning disability in Camden what they can expect when receiving support from the team. As of March 2021, the GP Learning Disability Quality and Outcomes Framework (QOF) register consisted of 1117 people (all ages). Men account for 61% of the learning disabilities population (all ages) and women 39%. The most prevalent ethnicities amongst Camden's learning disabilities population are White British, other White background, Bangladeshi and Black African. The employment rate for people with learning disabilities in Camden is 4.83% Adult Social Care Outcomes Framework (ASCOF) 1E, and 84.7% of those aged 16-64 in receipt of services are in settled accommodation (Adult Social Care Outcomes Framework (ASCOF) 1G. 32% of people with a learning disability in Camden have an additional long term health condition, compared with 18% of the local GP registered population, and 1 in 4 have epilepsy. On average people with learning disabilities still die 15-20 years earlier than those in the general population (as found by the Learning Disability Mortality Review (LeDeR) programme).

In common with the rest of England, Camden is experiencing growing demands on current services, with limited resources to meet those demands. According to a needs analysis conducted by Camden and Islington Public Health Team in 2018, there will be a 6% increase in the number of adults with a learning disability in Camden by 2025, and a 10% increase by 2035 compared with current population levels. The profile of needs and demand is also set to become more complex as adults with learning disabilities live longer and more young people with complex and profound physical health conditions alongside their learning disabilities survive into adulthood.



Where we are now



Specialist accommodation-based care and support

1. Extra Care

Extra Care Housing combines the advantages of high quality, self-contained accommodation occupied with full tenancy rights by the tenant, with a flexibility of care available 24 hours a day which can be increased or decreased in response to individual needs. The service enables the tenants to retain control over their own lives while receiving the support they need in a safe environment. The aspiration for extra care in Camden is to provide a “home for life” model where tenants are supported to maximise their independence, maintain their health and wellbeing, and prevent the need for a move to more restrictive accommodation.

Extra Care provides a high-quality care and support service for Camden residents who have been assessed as having needs which are eligible for social care funding, including those arising from varying degrees of physical frailty, learning disability, mental ill health and cognitive impairment, including dementia, or a combination of these.

To ensure a balance of care and support needs the Council operates a tiers of need system for extra care services. There are three tiers of need:

- If a tenant requires 0-12 hours of care and support a week they are in the low tier
- If a tenant requires 13-24 hours of care and support a week they are in the medium tier
- If a tenant requires 25+ hours a week they are in the high tier

The aim is to maintain a balance of 1/3 low need tenants, 1/3 medium need tenants and 1/3 high need tenants in the extra care services to support an active and vibrant community in the schemes. We are also keen to explore more multi-generational opportunities.

There are currently 5 extra care schemes in the borough with a total of 182 flats available to local residents. With an ageing population the Council aims to develop additional extra care provision and is keen to work in partnership with local providers to develop additional capacity.

The Council is keen to explore innovative approaches to supporting tenants in an extra care setting. The newest scheme in the borough, Charlie Ratchford Court, is operated by the Council. The service at Charlie Ratchford Court

is trialling a new approach to delivering services through a person-centred self-managed team. Working together, team can organise itself according to the support negotiated with people living in the scheme and plan their day-to-day activity and rotas. Staff will work with tenants in a ‘strength-based’ way, and focus on building people’s strengths, independence and resilience. The team works with individuals to plan their support by mutual agreement, rather than being tied to time-and-task. We’re keen to work with providers to coproduce innovative new models of care with a particular interest in a model to support older residents with mental health needs.

2. Nursing and Residential Care

Like other inner-city boroughs, Camden has limited land and limited supply of care homes. The market in Camden comprises voluntary and private sector homes. The Council and NHS are significant purchasers of beds in Camden, but other Councils, Integrated Care Board (ICB) and private individuals also buy beds. This means that there is insufficient capacity in borough to meet the Council's needs and a significant proportion of care home placements are purchased out of borough.

There are 8 care homes for older people in the borough offering a total of 394 care home placements, of which 102 nursing beds and 292 are residential beds.

The Council works in partnership with partners in North Central London (NCL) – Islington, Enfield, Barnet and Haringey – to have a consistent approach to shaping the care home market. This includes adopting a shared quality assurance mechanism, aligning our approach to inflationary uplifts and identifying opportunities for collaboration, including a review into the current and future need for complex care beds.

The Council has a long term strategic partnership with our main provider, Shaw Healthcare, to provide 80 residential beds and 40 nursing beds across two care homes. The Council purchases additional nursing beds through block contracts with two providers, one for 20 beds with an in borough provider and one for 37 beds with an out of borough provider. The remainder of care home placements purchased by the Council are on a spot basis.

The Council works in partnership with the NHS to provide comprehensive training for the care home workforce, through the NCL ICB nurse education team. The Council is also committed to supporting providers with workforce recruitment and retention,



including linking providers to local job hubs and supporting opportunities such as apprenticeships and trainee nursing associates.

The Council has insufficient capacity in borough to meet the demand for residential and nursing placements for older people and would welcome discussions with any development partners looking to supply additional care home capacity in Camden.

For people with mental health issues, we favour supported accommodation and a focus on supporting and preparing them for independent living over nursing and residential care as it provides service users more choice and control. However, sometimes it's more appropriate to place people in a care home, particularly in situations where independent living is no longer possible or where residents have considerable needs related to physical health issues in addition to their mental illness.

Camden has one mental health residential care home (13 units) and a mental health nursing home (13 units) where we place residents. In addition to this we spot purchase 67 placements of nursing and residential care.

We are looking to develop a greater number of suitable care home placements for people with complex needs relating to dementia, mental health and behaviours that challenge in partnership with providers and colleagues from NCL. These homes should offer a service for people with complex health and social care needs who require a well-coordinated combination of social care and clinical support to maintain good, positive health as well as independence. The service should also aim to reduce the risk of deterioration and reduce

any risks that may put them or others at risk of significant harm. The aim of this service is to deliver person centred, proactive support, incorporating a balanced approach to risk.

3. Supported Living

Supported living services seek to provide people with learning disabilities and mental ill-health with a good quality home where they can exercise tenancy rights and responsibilities with flexible person-centred care and support that improves their health and wellbeing and builds their independence.

Support Provision

There are currently 28 block commissioned supported living services across Camden, providing 100 units of accommodation with further services planned or in the pipeline. In addition to these services, we spot purchase 35 placements both in and outside of Camden.

These placements are typically for people with more complex needs for which there isn't a suitable placement or property in our commissioned contracts.

Supported living properties in Camden vary enormously in structure with the portfolio including shared homes for between 2 and 5 people, complexes of flats and several single person schemes. The homes are owned by a range of registered landlords and council properties. Support at the services is delivered by 4 different providers, 3 of which are commissioned via Camden's new 10-year locality-based contracts, and 1 standalone contract.

The locality-based contracts were commissioned in October 2020, with the initial contract term due to come to an end in 2026. Should all the options to extend be utilised, the contracts will be recommissioned in 2030 and would expect to start the process around 2028/2029.



The new locality-based contracts were coproduced with the full range of stakeholders and have the following features:

- Strategic partnerships – Providers work with the council and other providers as strategic partners to achieve the aims and aspirations as set out in the specification.
- Community assets – Based on the individual goals, interests and aspirations of supported living residents, providers will pursue strategic local relationships to develop a menu of day activity and support opportunities in the community, and help local organisations to make reasonable adjustments so that people with learning disabilities can access what is available
- Choice and control – Camden plans to offer every resident the opportunity to have an Individual Service Fund. This will be rolled out in a phased way over the contract term.
- Efficiencies – As agreed with providers throughout the tendering process, each contract sets an efficiency targets each year. Depending on the amount of efficiencies achieved, a portion of this is awarded to the provider to reinvest into the service.
- We expect a growth in demand for supported living due to the following factors:
 - More younger people who come through transition are wanting to be more independent and move from the family home
 - Increasing numbers of people living with elderly parents or carers who require long term accommodation plans.



The **mental health** supported accommodation pathway supports adults with severe mental illness (SMI) who are unable to live independently. The pathway accommodates residents who have lost their tenancies or are unable to live in their own home without support due to the lack of daily living skills. The supported living pathway often bridges the gap between a long stay in hospital and independent living. The mental health supported accommodation pathway fosters Camden's ambitions to make Camden a place "...where everyone can lead happy, healthy and fulfilling lives", and where "no one should experience discrimination or be made to feel ashamed or isolated because of a mental health problem".

The pathway was redesigned during 2019 and contracts were fully embedded by October 2020 for a three-year period with the option to extend for two years and a plan to reprocure between 2023-25. The new model shifted from a four-tiered approach; intensive, high, medium, and low support to a two-tiered approach. High support, staffed 24 hours every day and low support, staffed weekdays 9am -5pm (as well as weekends if needed) and are delivered by 2 external providers across 7 block contracts, comprising 199 places. The service aims to support residents by adopting a more flexible, person-centred, strengths-based recovery focussed approach as well as encouraging residents to use assistive technology where appropriate. This approach empowers individuals to graduate to a setting with less support or to live independently in their own accommodation.

The council runs a small supported living

provision for people with Physical Disability/ Acquired Brain Injury, at Bramshurst in St. John's Wood. There are four people living in the service who each have complex needs in addition to their disabilities. The staff teamwork in a person-centred and strengths-based way to support people to maintain their independent living skills. The service is regulated by Care Quality Commission (CQC) for domiciliary care.

Accommodation

The council has developed a Learning Disability Accommodation Strategic Framework which outlines the requirement for new supported living to meet current and emerging demand over 15 years, which equates to 24 new units of accommodation by 2025 and a further 12 by 2035.

A property design brief has been developed to support partners wishing to develop supported living within the borough. To meet the design brief new supported living units should be no smaller than four units and no larger than six, be self-contained or on-suite and accessible with communal areas and facilities.

Camden Council wishes to:

- Work with the market to develop fully accessible supported living to meet a range of care and support needs, particularly for those with autism and/ or behaviours that challenge alongside their learning disabilities.
- Encourage the market to bring forward innovative capital funding solutions and associated build and delivery models to facilitate the provision of supported housing.
- Continue to work with existing and new partners to develop services which are cost effective and high quality which contribute to the challenges faced by the Council and other public sector partners.

In addition to the above, the council is in the process of developing an accommodation strategy for people facing mental ill health, which will be similar in scope to the Learning Disability Accommodation Strategic Framework. It will outline the requirement for new supported living and specialist services to meet current and emerging demand over 15 years. The strategy will also have a focus on residents facing multiple disadvantages as well as the repatriation of people placed out of borough who may benefit from a move back to local services.



Community Care

1. Homecare and Reablement

Camden has a varied range of registered care providers based in the borough that provide services to support people in the home. Many of these services provide support to people who fund their own care in Camden. The Council supports approximately 2030 residents per year (2020/2021) with support in the home.

The Council currently offers homecare and reablement support through commissioned contracts with independent care providers. In 2018 Camden commissioned a model of homecare provision that was built on five neighbourhood-based contracts for long-term homecare and two locality-based contracts for reablement. All contracts awarded in 2018 will run until 31st March 2023 with a possible extension of up to two years to March 2025.

The contracts are being developed within an integrated care approach across health and social care using an outcome focused approach.

The key service deliverables include the following:

- A focus on promoting independence and encouraging service users to remain and retain independence by working in an enabling way at all times, thereby reducing the need for care and support
- Delivering an integrated approach to care by working in a co-ordinated manner with social workers, social care officers and health providers including community nursing, GP's, community therapists, pharmacists and acute services.



- Adopting an asset-based approach to care and support services building on the strengths of individual service users and their local neighbourhood
- Embedding service delivery within the local neighbourhood and have knowledge of local voluntary and community provision that can support individuals and enhance their life.
- Working with residents and their family and informal carers to identify outcomes and provide flexible and responsive support when the individual needs it, in line with the desired outcomes identified in their support plan
- Meeting robust quality standards that safeguards service users and their family and informal carers
- Developing a competent, sustainable workforce that can meet the needs of the local community.

The commissioned providers support the majority of residents in Camden who are eligible for care and support under the Care Act but the Council retains the ability to commission specialist support in the home where it would better meet a resident's outcomes. It is estimated that approximately 15-20% of activity could be commissioned on a spot basis for more specialist care and support.

The council are beginning to consider how people will be supported in the future and how care at home can be further developed within a neighbourhood context. This will include an exploration of micro-enterprises and further development of the personal assistant role. We are conscious of the current workforce

challenges that have led to lower levels of recruitment into the care market alongside lower retention rates. A number of workforce development activities are underway across the council and alongside health and council colleagues in North Central London. This will focus on health and social care recruitment at all levels as well as developing career progression and improved terms and conditions for employees.

2. Equipment

The Council is part of the 21 borough London Equipment Consortium and together contract with Medequip Assistive Technology Ltd for the provision of a range of community equipment, including hoists, specialist beds and bathroom aids. Over 500 items are available through the standard catalogue and around 5,000 people received equipment every year to meet a range of health and social care needs. The demand for equipment is growing by around 10% per year due to the ageing population in Camden and to support more people to remain living independently at home.

On the 10th November 2021 the Camden Cabinet agreed a procurement strategy to put in place a new Integrated Community Equipment contract to commence in April 2023.

Camden Council have an in-house Occupational Therapy team who can work with people to assess their needs and recommend equipment and/or adaptations that can help them to continue to live independently in their home.

3. Day opportunities

There are four day services for older people in Camden, one operated by the Council and three operated by the voluntary and community sector:

- Kingsgate Resource Centre
- Great Croft
- Henderson Court
- Millman Street Community Centre

The centres support older people and people living with dementia to access meaningful activities and maximise their independence, preventing or delaying the need for residential or nursing accommodation.

Residents are able to access activities in the community through direct payments. The Council are interested to hear of any opportunities to further support residents to access community day opportunities.

The Greenwood Centre, in Kentish Town, is the location of both the Learning Disabilities and Mental Health Day Services. Both provide support in the building and in the local community. With a focus on physical and mental wellbeing, the Learning Disabilities Day Service provides support beyond that of a traditional day service with a focus on community inclusion and is a part of the Living a Good Life Project.

The Mental Health Day Service has a focus on recovery and supporting people to return to independence.

Both provide residents with a flexible programme of activities based on shared interests and gaining skills of everyday living, which can include community activities in addition to those in the building.

Referrals for the Learning Disabilities Day Service are via the Camden Learning Disabilities Service (CLDS) and for the Mental Health Day Service via Camden & Islington mental Health Trust (CANDI).

In addition to the day services, Greenwood Centre houses the Centre for Independent Living, managed by Camden Disability Action (CDA)

The centre provides the following facilities for people with learning disabilities:

- opportunities to develop wider networks and peer-led support groups, with a range of volunteering and mentoring activities that enable people to achieve their goals
- new opportunities to train for a job and work, reducing barriers to employment and increasing social inclusion
- advice, support and information on independent living
- regular and accessible information
- a developing network of Disabled people to represent their peer group, influencing strategy, policy and practice.
- access to outdoor space with facilities for gardening
- a community at the centre and stronger connections with the local community



4. Direct Payment Independent Living Support service

Direct payments (DP) are monetary payments made to individuals to meet some or all their eligible care and support needs. DP are the Government's preferred mechanism for personalised care and support. They provide independence, choice, and control by enabling people to arrange their own care and support to meet outcomes agreed in their support plan. The guidance for the use of DP is set out within the Care Act 2014 (Care Act) and each local authority must ensure that people are given relevant and timely information about DP and are supported to use and manage the payment appropriately. In Camden approximately 850 adults and parents of children and young people manage their own care and support through Direct Payments at any one time. The Council commissioned a DP support service and commissioned a new service with People Plus in Summer 2022. There is commitment for a service that will extend its focus beyond Direct Payments and have a greater emphasis on maximising opportunities for independent living by promoting community engagement and access to local activities. There will also be an emphasis on building skills for residents as employers and developing the personal assistant offer to increase access to employment for local people.

The Council are considering a range of options to boost the availability of personal assistants and micro-enterprises to offer greater choice to Direct Payment recipients in how they are supported.

5. Shared Lives

Shared Lives is a model of care and support that provides innovative, family-based support to adults with a variety of support needs. In Shared Lives, an adult who needs support and/or accommodation moves in with an approved Shared Lives carer after they have been matched for compatibility. Together they share family and community life.

Camden Council launched an in-house Shared Lives service in 2020 with the aim of offering long term and respite to adults with learning disabilities. To date, there are 7 approved carers with 4 active placements. We intend to grow the service to 24 placements over the next 6 years. It is expected that all new Shared Lives placements will be made via our in-house Shared Lives service.

6. Learning Disabilities Short Breaks

Breakaway is Camden's in-house respite provision offering up to 8 places for adults with learning disabilities who are living at home with a parent or carer in Camden. Short breaks offers people the chance to socialise and learn daily living skills, providing overnight stays which can be booked in advance. Within the 8 beds, two are reserved for emergency placements where an individual needs temporary accommodation and support at short notice. Breakaway is registered care home, regulated by CQC.

In addition to Breakaway, Camden also spot purchases a number of specialist respite provisions.

Camden will be scoping the demand for a commissioned specialist respite provision and look to see if this is something that can be commissioned across North Central London.

7. Positive Behaviour Support

Camden Council are currently scoping options to develop an all-age Positive Behaviour Support (PBS) service for residents who display behaviours of concern. This will sit alongside Camden's Behaviour of Concern pathway. Currently, PBS is spot purchased from various providers in and outside of Camden. Officers are also looking at options to commission a PBS service with other North Central London Boroughs.

8. Floating Support

The Learning Disabilities Floating and Community Support service is a locality model covering Camden North and Camden South. It seeks to enable people to remain living independently in their own home, to be included in their local community, and to progress to greater levels of independence through the provision of strengths-based support. The service delivers high quality and flexible one-to-one support to residents in their homes and communities, and also seeks and creates opportunities for residents to share hours and support each other, with a view to empowering people with learning disabilities to improve their health, wellbeing, social networks and independent living skills. The current service was commissioned in July 2019 and is due to run until July 2023 with the option to extend the contracts through to July 2024.

The Camden LD needs analysis has demonstrated future need for a floating support provision. The number of people with a diagnosis of a learning disability in Camden is projected to increase from 744 in 2017 to 789 in 2025 (+6%) and to 818 in 2035 (+10%), based on population growth and assuming that there is no change in the prevalence of this diagnosis over time.

People with LD in Camden are more likely to have long term conditions by comparison to the Camden general registered population (32% vs 18%). A gap has been identified in provisions for people with complex health needs, therefore future commissioning consideration will include a specialist provider of tailored nurse-led care for adults with needs including suctioning, PEG feeding positioning to enable breathing/ prevent skin breakdown. The provider will be experienced in dealing with epileptic seizures, administering insulin, dealing with medical equipment, making judgements about care, anticipating needs of non-verbal, identifying signs of decline, be good at record keeping, skilled at liaising with families and challenging consultants.

The mental health floating support service is an in-house service that supports people to remain living independently in their own home, to be included in their local community, and to progress to greater levels of independence through the provision of strengths-based support. The service delivers high quality and flexible one-to-one support to residents in their homes and communities. It also seeks and creates opportunities for residents to share hours and support each other, with a view to empowering people with mental illness to improve their health, wellbeing, social networks and independent living skills.

Wider Community Support

1. Centre for Independent Living

The Greenwood Centre in Kentish Town opened in February 2019 as a state of the art fully accessible community resource to support independence, inclusion, health and well-being. Within Greenwood are three main areas. Firstly, there are two Council run day services for people with a learning disability and people with an enduring mental health condition. Secondly there is the Centre for Independent Living (CIL), delivered by Camden Disability Action (CDA), a user-led organisation which aims to promote the equality of D/deaf and Disabled people living or working in Camden. Finally, there are a range of office spaces and bookable meeting rooms and shared facilities such as a conference room, art room and music room.

The co-designed vision was that the CIL will be a community resource run by Disabled people, that any Disabled person can go to for information and support so that, whatever their level of impairment, they can find out the choices open to them, decide how to live, and make it a reality, maintaining or regaining their independence. Camden's CIL will play a critical role in the Council's "Supporting People, Connecting Communities" strategy by acting as a 'connector' to the full range of local services and information.



2. Home Improvement Service

In July 2021, the Council awarded a new Home Improvement Service (HIS) contract to Metropolitan Thames Valley Housing Trust. The contract started on 1st November 2021 and will run for a maximum period of seven years. The two main objectives of the new service are to increase overall Disabled Facilities Grant applications for adaptations to properties, particularly from the private rented sector, and to reduce delays to hospital discharge from minor housing and repair issues.

The new HIS will deliver the following key elements:

- Person-centred project management to residents to deliver the major adaptations and works required to support independence - working in close partnership with Council occupational therapists and housing teams from initial referral to completion of works.
- A flexible 'handyperson' service to deliver a range of quick and effective solutions to a wide range of practical tasks to improve resident well-being and to support speedy hospital discharge. This will include repairs, minor works, maintenance, furniture moving, heating solutions and home safety checks.
- Support, advice, information, guidance and signposting to other support services to enable people to continue to live well in their own homes.

3. Advocacy

Advocacy is taking action to help people say what they want, secure their rights, represent their interests, and obtain services they need. This particularly applies when key decisions are being taken about someone's care and support. The ultimate aim of advocacy is to enable the person being supported to advocate for themselves and become more independent. In many cases though, the person will never regain the mental capacity to be able to advocate for themselves.

The Council has a legal duty to provide independent statutory advocacy as set out in the **Mental Capacity Act 2005 / Amendment Act 2019, the Care Act 2014, Mental Health Act 1983** and the **Health and Social Care Act 2012**.

In addition, the Council considers that non-statutory advocacy plays an important role in maximising people's wellbeing, independence and helps to prevent reliance and dependency on more intensive care and support. Ensuring that people's voices are heard prevents crises and ensures needs do not escalate further.

In January 2022, a **commissioning strategy was agreed** to re-tender the current advocacy services and award a new joint contract with the London Borough of Islington. The new contract was awarded to Rethink Mental Illness and commenced on 1st October 2022 and will be delivered in an integrated model, in which statutory and non-statutory advocacy provisions are provided through a single ‘front door’ function. This model of service allows for a ‘no wrong front door’ approach to referrals and a seamless experience of the service across various advocacy functions. Other priorities for the new contract will include:

- Access to specialist advocacy for autistic and D/ deaf residents.
- Flexibility to respond to changing needs for advocacy and the implementation of the Liberty Protection Safeguards.
- Delivery high quality advocacy in line with Advocacy Charter.

4. LD Experts by Experience Service

The Council has commissioned The Advocacy Project to deliver a co-production provision for adults with LD and using health/ social care services in the borough. The service is known as “Synergy”, and currently employs seven Camden citizens with LD as experts by experience.

The service offers personalised support to empower people with learning disabilities to influence the planning, development and evaluation of local services. It plays an engaging and influencing role, with the experts by experience ascertaining the views and experiences of the wider LD population in the borough and channelling this voice into key Council changes, service reviews, procurement decisions and senior leadership recruitment.



This includes co-producing the borough's Learning Disability Partnership Board known as "Planning Together".

Synergy is highly regarded by the various stakeholder groups in Camden for its adept knowledge and understanding of the needs of the LD population, and its ability to augment the voice of people with LD, partner with the Council to effect change and ultimately improve the services, policies and the quality of life for people with LD. The service was recently recommissioned for a five-year period until the end of October 2026.

5. Advice and information

The Camden Advice Network, made up of 12 local specialist organisations, which launched in April 2020, offers free and independent advice across a range of specialist topics, including:

- Advice and advocacy for older people
- Advice and advocacy for people with disabilities
- Advice and advocacy for young people (16 to 24)
- Debt and money
- Employment
- Housing
- Immigration
- Welfare rights / benefits

The network is funded through a competitive grants process through, potentially, to 2027.

In addition, Camden Disability Action and deafPLUS are commissioned to provide a specialist Information, Advice and Guidance service for D/deaf residents.

6. Carers

For both Camden Council and NCL ICB the vision is for carers to be able to enjoy a good quality of life, reduce health inequalities, remain independent, in control, and enable people to build on their strength and skills. Supporting carers provides a key opportunity for Camden to achieve many of the call to actions set out in Camden 2025.

In the 2011 Census, 5.8 million UK residents provided unpaid care. This equated at the time to approximately one tenth of the total UK population. In 2020, Carers Week carried out polling with YouGov to revisit how many people were providing a caring role in the UK. The report estimated 13.6 million unpaid carers in the UK, of which 9.1 million were already caring before the coronavirus outbreak. In total, an estimated 26% of the UK adult population was providing unpaid care, the equivalent to one in four adults. This is more than double the number of unpaid carers reported in the 2011 Census, which could be due to a) a more encompassing definition being used in the polling for the survey, but also b) a general increase in the number of carers and c) a significant rise in the amount of care being provided by unpaid carers during the pandemic. With the latest official estimate of Camden's resident population sitting at 270,000 in mid-2019 we can estimate that based on 2011 census figures there are approximately 27,000 unpaid carers in Camden, and based on the Carers Week 2020 polling, the total estimated number of unpaid carers in Camden would be 70,200.

We know that carers continue to be disproportionately impacted during Covid-19. We want to fulfil the statutory duties set out in

the Care Act 2014 for carers, allowing all carers to not just sustain their caring role, but also supporting them to fulfil their 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.

Supporting carers is therefore a key priority, and the Council commissions a Carers Support Service from Camden Carers. The service provides a wide range of support including carers assessments and reviews, counselling, health and wellbeing assessments, access to activities and short breaks.

The service focuses on the following outcomes:

- A locally provided sustainable service delivered in line with the neighbourhood model.
- Increased identification of carers through partnership arrangements in the Voluntary and Community Sector (VCS)
- Increased identification of carers through partnership arrangements with statutory health and social care services.
- Carers will be informed and know where to go for easily accessible advice and information
- Carers will have improved or maintained health and wellbeing
- Carers will feel confident in their caring role
- Carers will have increased choice and control and will feel more able to balance their caring role.

- Support for carers of people with LD is commissioned as part of a wider carer offer, which seeks to meet the needs of families and unpaid carers to enable them to continue caring for their loved one(s) for as long as they are able and wish to.

It is important that we are able to reach as many carers as possible to ensure they are valued and supported. In the last 18 months, Mobilise Care were commissioned to help reach more carers, including those unknown to Adult Social Care and Camden Carers Service, enhancing the availability and the type of support that was available to carers. Mobilise Care are a tech start-up run by carers, for carers who use technology to first discover and then provide online support to carers living across the UK. Mobilise Care's digital support offer was recognised by both Adult Social Care, and Camden Carers as a beneficial addition to the support that was currently available in Camden.

With many carers being online and digitally connected, Mobilise Care were able to effectively target carers (based on learning and algorithms used across their UK network) through internet advertising to attract them to resources on the Mobilise website.

The nature of the support Mobilise Care can provide is something unique to their organisation, and not something Adult Social Care, Camden Carers or any organisation across Camden's VCS could provide directly themselves. The digital support Mobilise Care offer complements the work of Camden Carers and ASC.



7. Living a Good Life

People with LD need a variety of support models to be able to 'live a good life'. This project builds on the following existing projects (see below) and links the progress made in these projects towards new ways of working to the changes in day services delivery that has been accelerated by the Covid crisis.

- Community Inclusion project
- Specialist Travel Assistance Review
- Floating support re-tender
- Use of Wikis in Alexandra Centre and more recently LD Day Services

The project will build on this foundation and develop the current incoherence into a single coherent digitally enabled model of personalised strengths-based support that will:

- increase people's quality of life
- enable people to share their Person-Centred Plan via a Wiki and other relevant information about them with a variety of care and support providers
- reduce dependency on paid for support by starting with skills development ahead of paid for support (travel assistance review)
- deliver cashable savings in the medium term
- deliver significant cost avoidance for young people leaving school and college.
- See Synergy Manifesto for more information: Synergy manifesto on Vimeo

8. Camden Mental Health Resilience Network

In Camden, we have a borough-wide network of organisations who provide a range of preventative, community-based support services for adults (18+) with mental health needs. This is known as the Camden Mental Health Resilience Network (MHRN). We are in the process of re-procuring the services that make up the MHRN as an Alliance.

The Alliance is being set up to plan, coordinate and manage a range of support and services for those who are concerned about their own or their family or friend's mental wellbeing. With other partners, it will work to build community resilience and reduce stigma and inequalities in mental health.

The support and services provided by the Alliance will address four key objectives, namely:

- Ensure help is available at an early point to stop problems getting worse
- Ensure services are easy to access and work well together
- Reduce inequalities in mental health
- Ensure services are flexible and respond to what people need

The Network will be formed of an alliance of VCS organisations who work in partnership Camden and Islington Foundation Trust (C&I), Commissioners and service users.

This partnership will work to improve pathways of support, have a shared outcomes

framework and deliver services that are:

- Person-centred
- Co-ordinated
- Accessible
- Preventative
- Effective
- Have a focus on physical activity

We anticipate the new contract to start in April 2022 with a recommended contract period of 3 years (2+1).

9. Supported Employment

Supported employment, supports the view that people with LD can work and have the right to enjoy all the financial, social and health benefits from being in meaningful employment and part of the community. Therefore, it aims to support people with LD to obtain meaningful and sustainable employment, by providing support with job searches and offering brokerage and job coaching.

The Good Work Camden (GWC) offer was designed and developed through a co-produced test and learn approach with CDA. They were awarded a 5-year contract, which commenced in 2019. It provides support to anyone that needs it, whether they are ready to work, need a little guidance on work and money or just don't know where to start.

They work with a range of local services to offer:

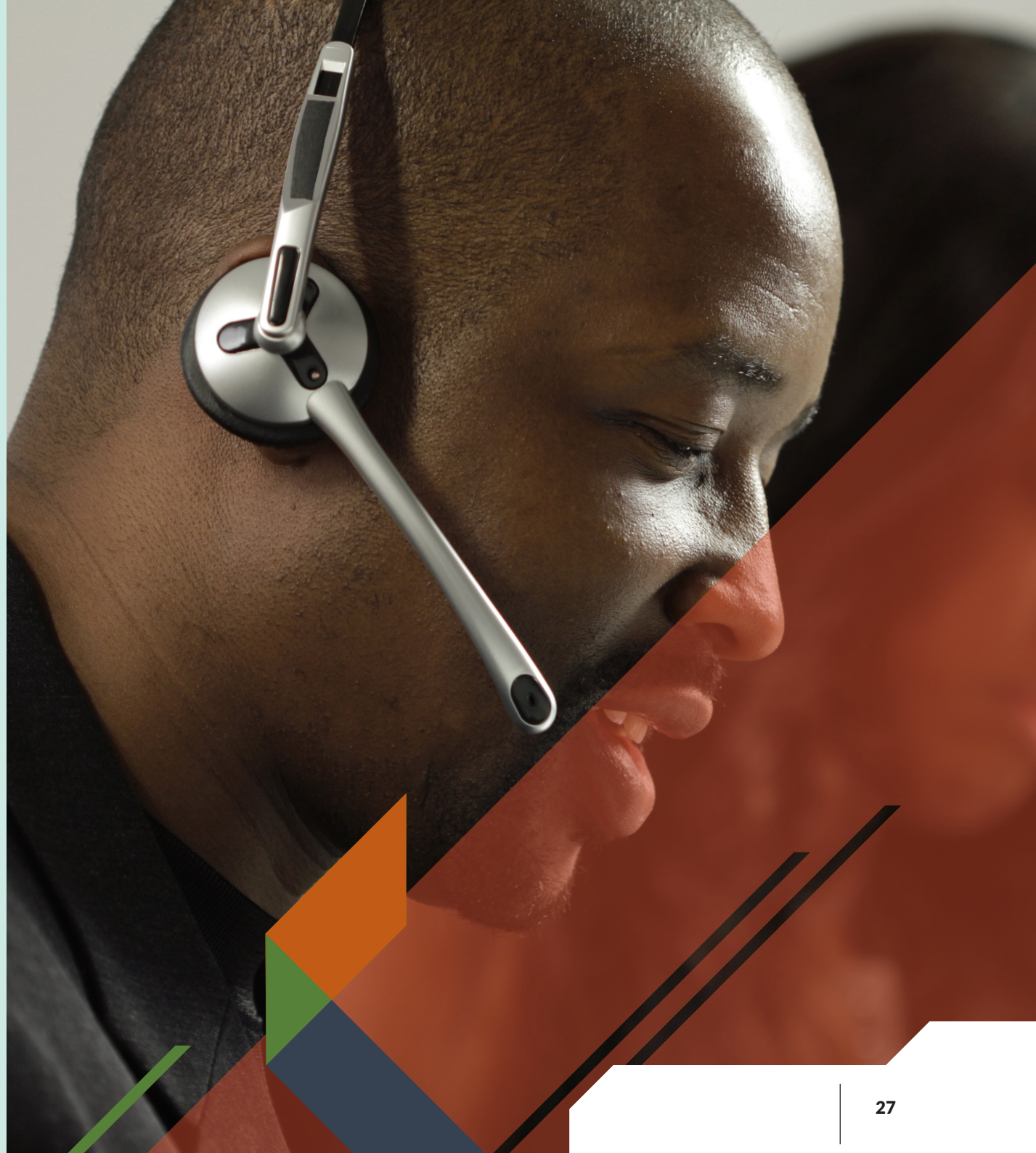
- Employment information, advice and guidance
- Help with CVs and job applications
- Access to apprenticeships and work experience
- Careers guidance
- Advice on benefits, debt and other money-related matters
- Advice on employment law
- Signposting to specialist support for Disabled residents and for people with mental health conditions
- Access to training.

Camden have not formally commissioned/ does not have an in-house supported employment service, instead this can be spot purchased from a range of providers.

There is a need to improve the Camden LD employment rate, which is currently 6.5%, as it falls below the average rate in London which is currently 8%. Future commissioning considerations will include LD trained job coaches which could serve to increase the employment rate and ensure employment sustainability.

The Council also commission a service for people who face mental health issues (including anxiety, depression or anything else). The Camden Work and Wellbeing service, delivered by Hillside Clubhouse, provides a one-to-one person-centred approach to help people with mental health issues to find and stay in work.

The service is available to Camden residents with a mental health need and is based on the Individual Placement and Support Model which means that it's all about the client and their needs and wishes.



Residents join the service because they want to and the service stays in contact with them for as long as they need, providing support even after the client has found work. People using the service can expect:

- Help to find competitive employment (i.e. a job anyone can apply for)
- Job searching around their own goals and wishes – not just any job but the type of work that they want
- A rapid service to find work – once they're ready to work the service will focus on making that happen and a dedicated caseworker will support the client along every step of the journey
- Locations throughout the borough of Camden to suit resident's needs – the service also sit and work alongside NHS workers in a variety of settings and can work together with them to maximise wellbeing
- Benefit calculations – so that residents know how much better off they might be in full or part time work
- Employer engagement – the service will approach employers together with client and on their behalf
- Once a resident is in work the service will provide ongoing support for as long as they need, so that they are able to sustain and enjoy it
- The knowledge that your caseworker really understands mental health

Camden Work and Wellbeing by Hillside Clubhouse also helps people who are in work and struggling to keep it. Advisers have low caseloads to provide a high level of support,

including addressing any barriers that might be getting in the way of finding or keeping work.

The contract for the current service is due to expire in March 2023 and we expect to reprocure services mid 2022.

10. Specialist Further Education provision

The Alexandra Centre (AC) offers specialist courses for those aged 16-25 who have profound and multiple learning disabilities (PMLD) and/ or autism and behaviours of concern. The centre is by Swiss Cottage in the heart of Camden, and learners are able to put their skills to use in real, everyday settings.

Each student has an entirely personalised curriculum, based on their needs and the outcomes they want to achieve. As well as the learning outcomes that they need to succeed, the curriculum addresses a range of issues to help each young person achieve the outcomes specified in their Education, Health and Care (EHC) plan.

They also have a health team at the centre, which includes physiotherapy, speech and language therapy (SALT), occupational therapy (OT), clinical psychology, a dietician, and a community nurse.

It has been identified that this cohort of people need a suitable move- on offer for when they leave AC; and a wraparound offer for those with really complex needs who attend AC and want to stay in borough. Additionally, any future commissioning needs to consider access to Hydro- therapy and rebound therapy due to the health benefits for residents.

11. Careline

Camden Careline is an assistive technology and telecare service provided to over 5000 people. The in-house team provide a full service from the assessing technology options based on maximising independence, to installing equipment, monitoring and responding to calls and alarms and visiting people when they may be in difficulty.

The service offers two levels of support, including a keyholding and response service. The range of technology includes alarms to support epilepsy monitoring, falls alarms, smoke detectors as well as smart technology.

Referrals to Careline can come through Adult Social Care practitioners, GP or other health professionals or by self-referral. Careline can be contacted at **carelinetelecareadmin@camden.gov.uk**

Updates/News

This section will be updated on a quarterly basis to highlight new opportunities, commissioning intentions and key developments for providers, including information on how to contact the team for further information. To support this a generic commissioning inbox has been set up **-asccommissioning@camden.gov.uk** which will be monitored by the commissioning teams.



 Camden


SUPPORTING
PEOPLE
CONNECTING
COMMUNITIES