

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

Health and Adult Social Care Committee 1st December 2025

1. Purpose of the Cabinet Member update

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

2. Adult Social Care (ASC)

Safeguarding

- 2.1. No substantial updates since last report to 4th November meeting.

Service Pressures

- 2.2. No substantial updates since last report to 4th November meeting. Significant service pressures remain, although there are some indications that the demand for initial assessments is starting to ease.

Community Equipment

- 2.3. As shared in the November update, NRS Healthcare, a community care equipment provider, went into liquidation on 1 August 2025. Camden along with many other boroughs had to put in a range of contingency measures to ensure residents were safe whilst we explored a more sustainable solution. As a result, Camden joined together with 7 other North London boroughs to form the North London Equipment Partnership (NLEP). The 8 boroughs are Barnet, Brent, Camden, Hackney, Hammersmith and Fulham, Haringey, Harrow and Islington. Camden is the lead borough for the NLEP and will host a team to manage the equipment service contract.
- 2.4. Although the contract with Provide only started in late September, they have been building the service quickly; they currently have a full workforce, stock levels are good and they are now delivering over 2,000 items per day across the 8 boroughs. This is a rapid increase from 1,000 items a day last week. It will still be a few months before Provide are fully at business-as-usual levels, but progress is good and improves weekly. At present, around 40 prescribers per borough across health and social care are able to place orders with Provide whilst we test new IT systems and access will be opened further once the systems have been fully tested.

- 2.5. As Provide have stepped up their service, we have moved away from contingency arrangements. Weekly communications are sent to prescribers to ensure they are updated on the latest news on how to access community equipment.

National Children and Adult Services Conference

- 2.6. The National Children and Adult Services Conference (NCASC) is the leading annual event for professionals working in adult social care, children's services, and public health. Jointly organised by the Local Government Association, Association of Directors of Adults Social Services (ADASS), and the Association of Directors of Children's Services, the conference provides a vital platform for sharing best practice, shaping policy, and engaging with national decision-makers. This year, in late November NCASC will take place in Bournemouth, and a delegation from Camden, including the Councillor Wright, Cabinet Member for Health, Wellbeing and Adult Social Care, will be attending to represent the borough, contribute to national discussions, and bring back insights to inform local strategy and service delivery.
- 2.7. Jess McGregor, will also be speaking at several sessions at conference, as President of ADASS.

Hoarding Support Contracts

- 2.8. The cross-Council project to transform how support is provided to residents with hoarding behaviour or who self-neglect reached an important milestone in November with the award of two new contracts. The new trauma-informed, person-centred deep-clean and de-cluttering contract was awarded to ClearUp Solutions, who have a strong reputation from their work across the borough over the last 15 years. The new and innovative hoarding support contract was awarded to Hoarding UK, the only UK-wide charity dedicated to supporting people affected by hoarding behaviours. This contract will deliver personalised programmes of therapeutic support, training, peer support and expertise to continue to learn and develop better ways to support those with hoarding behaviour.
- 2.9. The new contracts will work in partnership together and with teams from across the Council to continue to learn and develop better ways to support people with hoarding behaviour, and the Council teams who are working with them. The contracts are just one part of the project; other work is progressing to develop a new cross-Council Hoarding Steering Group, roll-out the 'Team Around Me' approach for arranging all packages of support and a new training programme available for all Council teams.

Who Cares

- 2.10. *Who Cares?* Is a borough-wide online conversation about adult social care. As part of Britain's largest trial of digital democracy, the conversation uses technology to enable participation both at scale and in depth, exploring new

ways to put our residents at the heart of decision-making. Between September 22 and October 19, 1000+ residents shared their thoughts about care and support priorities – the majority of whom had not taken part in a Council engagement activity before, and neither had experience drawing on or providing care.

- 2.11. Starting on November 22, Phase 2 of the project will bring together a randomised, representative Resident Panel of 50 people for three online sessions to learn more about the care and support system and its challenges from experts before engaging in small group discussions to refine a set of ambitions for Camden. The outputs of Phase 2 will be shared for reflection and feedback from anyone in Camden in the new year. The Panel will then meet again in February 2026 to consider funding challenges, roles and responsibilities and next steps in the conversation.

3. Health and Wellbeing

Bags of Taste (Healthy Weight Acceleration Plan)

- 3.1. The Healthy Weight Acceleration plan aims to bring together multi-sectoral partners to support people of all ages to reach and maintain a healthy weight. Under the plan, five priority areas have been identified, including early years, schools, placemaking and organisations, healthy weight services, and supporting people with greater needs. Progress has been made under each of these workstream areas. Most recently, under the 'supporting populations with greater needs' workstream, a pilot has been developed to provide deprived residents with nutrition and cooking support.
- 3.2. Bags of Taste is a remote programme that uses behaviour change techniques to increase knowledge and confidence in cooking skills for residents experiencing high levels of deprivation. Residents are provided with meal kits, supported by a registered nutritionist to cook these meals, and given the opportunity to engage with a peer support network comprised of other participants. They are also taught skills to complement their cooking ability, including making healthy food choices and how to budget. The programme is successfully running in 6 other London boroughs and demonstrates positive outcomes for participants including improvements in dietary choices, personal finances and mental health.
- 3.3. This programme will enable us to test a preventative approach to tackling diet-related ill health by providing an opportunity to address food insecurity and other underlying behavioural and environmental causes of ill health. The Bags of Taste pilot has just been launched within Camden's East Neighbourhood, in November 2025. Bags of Taste will work closely with social prescribers in the community and at the Parliament Hill GP practice to support residents.

4. Health System updates

North Central London Integrated Care Board Merger

- 4.1. The North West London and North Central London Integrated Care Boards (ICBs) will merge to create a single organisation that will serve 13 boroughs and around 4.5 million residents, becoming the largest in England. The new West and North London ICB will be legally established in April 2026, and the leadership team has now been announced.
- 4.2. The merger follows government direction for all ICBs in England to cut operating costs by 50 per cent. On 11 November, the Treasury agreed to enable the NHS to fund a redundancy scheme for NHS England and ICB staff.
- 4.3. 'Model ICB' (blueprint guidance to support cost reductions) states that ICBs should primarily act as Strategic Commissioners. The 3 strategic NHS shifts form the foundation of the 'Model ICB' guidance – treatment to prevention, hospital to community and analogue to digital. The guidance asks ICBs to transfer 18 separate functions over time including SEND, Safeguarding, NHS Continuing Healthcare and Estates Strategy.
- 4.4. ICBs have been instructed to produce system wide health improvement plans by the new year, meaning Borough-level place-based partnerships need to work toward adopting neighbourhood health plans. We are currently seeking confirmation from our ICB colleagues on the expectations for this planning cycle.
- 4.5. Decisions about the strategic direction on integration and neighbourhood working at Camden will be made at CICE which the Council (Jess McGregor, Executive Director for Adults and Health) will continue to chair.

East Integrated Neighbourhood Team Pilot

- 4.6. Camden's first Integrated Neighbourhood Team (INT) launched as a 'test and learn' pilot in the East in September 2024, with community health (Central and North West London NHS Foundation Trust) and social care staff (London Borough of Camden) co-located at Kentish Town Health Centre. Comprehensive evaluation has now been completed, marking the end of the pilot phase and the start of Camden's journey to adopting an approach to INTs across neighbourhoods in the borough.
- 4.7. The initial focus of the pilot was to develop common working practices, building relationships and a shared culture across health and social care. As relationships developed, a range of other teams became involved, such as primary care colleagues, homecare and reablement, voluntary sector mental health, and drug and alcohol support. New ways of working have become embedded in staff routines and include facilitated reflective practice sessions, Lunch & Learns and Learning Hours, regular retrospectives and a Hoarding Community of Practice.
- 4.8. An iterative evaluation framework has been developed through the Stakeholder Evaluation Group. **Strengths** highlighted so far include the way teams have embraced holistic care and innovative, preventative approaches,

underpinned by stronger relationships and collaborative design. **Limitations** highlighted include the fact that progress is still emerging and there are challenges around gaps in leadership, resources, and infrastructure that constrain integrated working. **Recommendations** from the evaluation speak to the need for a clear vision, strong leadership, and aligned resources, so as to enable partners to embed change and sustain long-term impact.