

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Progress update on good work and employment	
<b>REPORT OF</b> Director of Health and Wellbeing	
<b>FOR SUBMISSION TO</b> Health and Adult Social Care Scrutiny Committee	<b>DATE</b> 24 <sup>th</sup> March 2026
<p><b>SUMMARY OF REPORT</b></p> <p>Good work and employment was one of the three short-term priority areas of the Camden Health and Wellbeing Strategy, with a focus on supporting people furthest from the labour market (e.g. people with learning disabilities) into good work. This issue was last presented to the Health and Adult Social Care Scrutiny Committee in December 2024. The purpose of this report is to update the Committee on progress made towards improving the employment and health support offer available to Camden residents, covering work delivered by Camden’s Health and Wellbeing Department, Camden’s in-house Good Work Camden employment service, the work of the Clinical Lead for Work and Health and the development of a collaborative Work and Health Steering Group to oversee and manage the implementation of work and health programmes being delivered locally and regionally. This report also considers the upcoming changes to the welfare system (see section 7).</p> <p><b>Local Government Act 1972 – Access to Information</b> No documents that require listing have been used in the preparation of this report.</p> <p><b>Contact Officer:</b> Eve Wilson Public Health Strategist London Borough of Camden <a href="mailto:Eve.wilson1@camden.gov.uk">Eve.wilson1@camden.gov.uk</a> 5 Pancras Square London N1C 4AG</p>	
<p><b>RECOMMENDATIONS</b></p> <p>That the Committee note and discuss the ongoing work towards improving resident access to effective employment support.</p>	



Signed:  
Kirsten Watters, Director of Health and Wellbeing

Date: 10<sup>th</sup> March 2026

## 1. Purpose of report

- 1.1. The purpose of this report is to update the Committee on progress made towards improving the employment and health support offer available to Camden residents, covering work delivered by Camden's Health and Wellbeing Department, Camden's in-house Good Work Camden employment service, and the development of a collaborative Work and Health Steering Group to oversee and manage the implementation of work and health programmes being delivered locally and regionally. This report also considers the upcoming changes to the welfare system (see section 7).

## 2. Background to the report

- 2.1. Good work and employment was one of the three short-term priority areas of the Camden Health and Wellbeing Strategy<sup>1</sup>, with a focus on supporting people furthest from the labour market (e.g. people with learning disabilities) into good work. This issue was last presented to the Health and Adult Social Care Scrutiny Committee in December 2024<sup>2</sup>.
- 2.2. Camden's Health and Wellbeing department has taken a population health approach to this priority, recognising that many factors influencing health outcomes fall outside traditional health and care services. Reducing health inequalities requires collective action across all determinants of health, aligning integrated care, supporting healthier behaviours and addressing wider social and economic factors.
- 2.3. As part of this approach, Camden's Health and Wellbeing department is working closely with officers across the council, including Good Work Camden, Inclusive Economy, and partners in the NHS and Voluntary and Community Sector (VCS) to identify challenges and opportunities in employment service delivery, develop a clear picture of the employment landscape and enable more effective, joined-up working.
- 2.4. Several stages have been taken to apply a population health approach, which are outlined below.
- 2.5. The first stage involved the completion of a needs assessment, exploring employment, economic activity and related health needs in Camden. This was used to inform a multi-disciplinary workshop involving representatives from Council teams, VCS organisations, and the NHS. Attendees identified potential gaps and challenges in provision, and opportunities for change. Challenges identified fit into three main categories:

- 2.5.1. **Support provision:** Challenges with how support is provided, including the need for a person-centred offer, an increasing demand

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<sup>1</sup> [Health and Wellbeing Strategy:](https://www.camden.gov.uk/documents/20142/0/Camden+HWB+Strategy+%28Feb+22%29+v6.pdf)

<https://www.camden.gov.uk/documents/20142/0/Camden+HWB+Strategy+%28Feb+22%29+v6.pdf>

<sup>2</sup> <https://camden.moderngov.co.uk/mgConvert2PDF.aspx?ID=122351>

for in-work support and difficulties in identifying the needs of people with specific health conditions.

2.5.2. **Impacts of unemployment:** Challenges relating to the impacts of longer-term unemployment, including the impacts on confidence, motivation and skills of those seeking work.

2.5.3. **Awareness and understanding:** Challenges relating to employer stigma and awareness around health and disability, and how to support employers to understand and accommodate needs.

2.6. Stakeholders were then asked to discuss and identify opportunities within employment, and to map these onto the four pillars of population health:

2.6.1. **Integrated health and care services:** Opportunities included the incorporation of Making Every Contact Count<sup>3</sup> (MECC) training across the local system, to upskill staff to be able to have supportive conversations around employment, and improve connections between health service providers and employment support. Examples of work to progress these opportunities are described in sections 3.2, 4, 5, 6 and 8.1.

2.6.2. **Individual and relationship factors:** Opportunities included engaging peer support and personal networks, and addressing barriers to accessing services such as motivation, confidence and employment skills. Examples of work to progress these opportunities are described in sections 3.1.1, 3.1.5 and 3.2.

2.6.3. **Places and communities:** Opportunities included providing employer upskilling/engagement sessions, creation of an 'employer champions' network to showcase and promote 'good work' best practice and improving communication between employment support services to ensure effective facilitation of referrals to appropriate support and prevent duplication. Examples of work to progress these opportunities are described in sections 3.1.6 and 5.

2.6.4. **Social determinants of health:** Opportunities included supporting/encouraging the availability of more part-time work to fit around family and other life commitments, and working with the community connectedness group to support socially isolated residents. Examples of work to progress these opportunities are described in sections 3.1.7.

### 3. **Current local employment support provision: Good Work Camden and Individual Placement Support**

3.1. Good Work Camden (GWC) is Camden Council's in-house employment support offer. GWC includes Camden's neighbourhood job hubs, the Future

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<sup>3</sup> Camden Making Every Contact Count: <https://www.camdenmecc.org.uk/>

Talent Team (including Camden Apprenticeships), the Disability Job Hub, and the Euston Skills Centre, delivering construction and built environment skills and employment brokerage.

- 3.1.1. Neighbourhood-based job hub advisors work with residents, no matter what their employment status, to support them to improve their employment situation. It is a neighbourhood-based, relational and strengths-based service with no eligibility criteria. People are supported for as long as they need, and outcomes are captured along the way, such as increased well-being and confidence and engagement in education and training. The team provide one to one support and a range of community-based employability workshops and training sessions, with an embedded benefits advice offer.
- 3.1.2. In 2025, GWC neighbourhood job hubs provided one to one advice to 410 people who went on to develop personal action plans, and supported 353 people into work, self-employment or training. A further 189 people were supported into construction jobs through our Euston Skills Centre and 206 people have started apprenticeships.
- 3.1.3. Through GWC, the Council continues to develop and mature partnerships with the NHS and care providers to increase the number of Camden residents supported into good work. GWC has partnered with NCL Trust University College London Hospitals and Whittington Health since December 2023, supporting Camden residents into a variety of NHS temporary roles such as admin, reception, domestic cleaning, fire marshal and warehouse positions. Through this collaboration, residents have gained valuable experience within the NHS, and many have since progressed into permanent roles, demonstrating the effectiveness of the support offered and the strong relationship built with the Trust. Since January 2024, 75 residents have been supported into work in the health and social care sector.
- 3.1.4. GWC's Disability Job Hub team provide one to one support and are co-located in several locations within the community across the borough, including a regular presence at the Greenwood Centre. Advice includes CV, interview and job search support and also advice on reasonable adjustments, Access to Work applications and in-work support. The team offer benefits advice and often advocate for individual residents with employers.
- 3.1.5. In 2025, the Disability Job Hub delivered skills-for-work training for residents with Learning Disabilities, specialist Autism pathways to employment programmes and disability equality training for employers, as well as hosting a Reverse Jobs Fair for disabled residents to meet directly with employers. The Reverse Jobs Fair, developed in partnership with Islington Council, Unity Works and Kaleidoscope, saw 10 residents present their skills and experience and host stalls, while employers were invited to move around the room with questions prepared by the event organisers. Employers attending included Arsenal, Shaftesbury Theatre, Oliver Bonas, Morgan Sindall and Erith.

- 3.1.6. The Disability Job Hub has created 10 paid work placements for disabled residents. These are up to six months, paid at London Living Wage. Placements are co-designed to be fully supportive and were delivered within various sectors such as User Experience (UX) Design, IT, admin, carpentry, events, marketing and more. These placements regularly lead to longer term work opportunities for residents.
- 3.1.7. In 2025, 36 disabled people attended our in-house workshops and training sessions, 9 were supported into work, 12 into volunteering and 5 into education or training.
- 3.2. The Individual Placement and Support (IPS) service is a programme funded by Central Government and is commissioned by Camden Council rather than being delivered in-house.
- 3.2.1. The IPS service model aims to tackle the lack of integration of employment and healthcare services, integrating employment specialists into health teams.
- 3.2.2. The service works to place people into employment quickly, and then provides them with personalised, strengths-based support while they are in-work to increase the likelihood of that person maintaining employment over the longer period. The services have been found to be particularly effective for cohorts with specific, complex needs.
- 3.2.3. There are two IPS services currently being delivered, for specific cohorts:
- The mental health IPS service is currently delivered by Twining-Hestia, who have been commissioned to deliver the programme between April 2025 and March 2027.
  - The substance use IPS programme is currently delivered by Change Grow Live, who have been commissioned via a grant agreement to deliver the programme, the current grant ends in July 2026. The service is currently undergoing recommissioning.

#### **4. Regional Work and Health Programmes: WorkWell and Connect to Work**

- 4.1. Two regional employment support programmes, WorkWell and Connect to Work, have been developed and are currently being delivered in Camden.
- 4.2. WorkWell<sup>4</sup> is a work and health programme for England, funded jointly by the Department for Work and Pensions (DWP) and the Department of Health and Social Care (DHSC).
- 4.2.1. North Central London Integrated Commissioning Board (NCL ICB) coordinated a successful bid for WorkWell to be trialled in Camden as

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<sup>4</sup> WorkWell: <https://shawtrust.org.uk/workwell-north-central-london/>

one of 15 ICB vanguard sites. The Shaw Trust have delivered WorkWell in Camden as part of the trial since October 2024. In January 2026, the DWP announced that WorkWell would be expanded nationally.

- 4.2.2. WorkWell is designed to predominantly support people with a health condition or disability who have been signed-off work due to sickness, at risk of being signed off work, or who are at risk of losing their employment. It also supports people who have become unemployed within the last 3 months, due to their disability or health condition.
  - 4.2.3. WorkWell is a low intensity supported employment intervention, which offers triage, care planning, and signposting up to an 8-week period. WorkWell provides personalised, early help through a Health and Work Coach, who has access to a multi-disciplinary team and connects people to local services such as physiotherapy, occupational health, counselling, workplace adjustments and return to work plans.
- 4.3. Connect to Work<sup>5</sup> is a programme that forms part of the UK government Get Britain Working Strategy and is funded by the DWP.
- 4.3.1. The programme is the successor to the Work and Health Programme<sup>6</sup>, which was delivered in Camden by Ingeus and concluded in October 2024.
  - 4.3.2. Connect to Work is commissioned by the sub-regional partnership (SRP) for Camden, Central London Forward (CLF)<sup>7</sup>, and has been delivered by Seetec in Camden since August 2025.
  - 4.3.3. It is a supported employment programme that helps individuals with disabilities, health conditions and complex barriers to employment find and sustain work. It uses a model of Supported Employment (Individual Placement and Support), integrating work, health and skills support. This model prioritises finding and starting a job, with additional support to maintain employment.

## **5. Work and Health Steering Group**

- 5.1. A Work and Health Steering Group (previously named Place-Based Team) has been established by the Council. The group brings together officers from the Council, NHS, VCS and business networks including Shaw Trust, Seetec, CLF, Work and Health Clinical Lead and mental health services among others.
- 5.2. The purpose of the group is to coordinate the local work and health landscape, ensuring programmes described in sections 3 and 4 are integrated

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<sup>5</sup> Connect to Work: <https://seetec.co.uk/programme/connect-to-work-london/>

<sup>6</sup> Work and Health Programme, Central London Works: <https://centrallondonworks.co.uk/work-health-programme>

<sup>7</sup> Central London Forward: <https://centrallondonforward.gov.uk/>

effectively into Camden's wider employment support offer. The group offers a space for providers and officers to report on progress in Camden, highlight any issues or barriers, and for the group to ensure that referral pathways and criteria are clear, so that residents experience a coherent, joined up offer.

## **6. Clinical Lead for Good Work and Health**

- 6.1. Ensuring the work and health services described in section 3 and 4 are well connected to primary care is essential to helping people stay in or return to work while managing complex health challenges.
- 6.2. The role of Clinical Lead for Good Work and Health has been developed by the Health and Wellbeing Department, Camden's Inclusive Economy team, and the WorkWell Learning and Change Manager at NCL ICB.
- 6.3. The aim of the role is to provide clinical leadership to facilitate the integration of work and health support into the day-to-day operations of GP practices. This includes identifying challenges and opportunities in primary care engagement with work and health programmes, as well as identifying effective approaches to embed employment into early health conversations and supporting consistent fit-note policies across practices. The role brings clinical expertise into Camden's Work and Health Steering Group, working closely with the Council's Inclusive Economy team to help shape strategies for embedding local employment services into primary care.
- 6.4. The role was recruited to in September 2025, working one session (four hours per week), funded for an initial six-month period to March 2026. Activities undertaken since September 2025, as well as those planned are described below.
  - 6.4.1. A survey with general practice professionals was carried out to understand current awareness, knowledge and confidence in referring patients to work and health programmes. This has been complemented by several conversations with primary care colleagues to gain qualitative insights.
  - 6.4.2. Findings highlighted the complexity of the employment support landscape, with overall low awareness of support available and confidence in making referrals. WorkWell and Good Work Camden were the most recognised services, but many practitioners were unsure about referral routes and criteria, and reported time pressures and patient hesitancy as additional barriers. Despite this, most feel general practice has an important role in supporting patients with work and health issues.
  - 6.4.3. Three Primary Care Networks (PCNs) in Camden are taking part in a Fit-Note Pilot programme, which has the objective of supporting practices to move away from automatically issuing 'not fit for work' notes, and instead, connect patients with local support services that can help them stay in or return to work. The Clinical Lead has

established relationships with Fit-Note Pilot PCNs, to gather learning that will inform approaches to embedding work related support more widely across primary care.

6.4.4. Insights from engagement activities described in 6.4.1 to 6.4.3 are being used to inform the development of approaches to improve knowledge, confidence and referral pathways into employment support from primary care. This has included efforts to raise awareness of the employment support offer, through presenting the work and health agenda at forums including the GP Trainee Induction, GP Forums and Social Prescribing Groups.

6.4.5. Next steps will focus on developing approaches to support practices and professionals, including an automated text message for patients requesting a fit note, which signposts to employment support, a concise one-page summary of service offers, with the aim of publishing on the GP website, and promotional content displayed on waiting room television screens. The Clinical Lead will continue to input into the Work and Health Steering Group, and keep informed of learning from the Fit-Note Pilot sites to ensure alignment between primary care and the wider employment support system.

## **7. National benefit changes**

7.1. The government has confirmed a series of Universal Credit (UC) reforms that will be implemented from April 2026<sup>8</sup>. These include:

- An increase to the UC Standard Allowance for all age groups above inflation.
- The two-child limit will be removed, meaning families can receive UC for each child.
- For most new claimants of the Limited Capability for Work Related Activity (LCWRA) element of UC, payments will be reduced. Existing claimants, and those with severe lifelong or terminal conditions, will continue to receive the higher rate.

7.2. Structural reforms to Personal Independence Payment (PIP) are currently under review. Any changes to PIP will take place after a government review<sup>9</sup>, with the outcome due in Autumn 2026.

7.3. Service response to benefit changes:

7.3.1. Camden's employment support offer will continue to play a critical role in supporting people prepare for, find and maintain good work. As set out in sections 3 and 4, programmes including WorkWell, GWC and Connect to Work are structured to support residents who may need support with building confidence, developing skills, accessing training,

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<sup>8</sup> <https://www.legislation.gov.uk/ukpga/2025/22/enacted/data.pdf>

<sup>9</sup> <https://www.gov.uk/government/collections/the-timms-review>

securing good work and assistance in remaining and progressing in work. The Camden Work and Health Steering Group will remain important in ensuring employment support services are coordinated to ensure residents receive support suitable for their needs.

7.3.2. Camden Council hosts welfare rights teams within five separate services, including Money Advice Camden, Housing, Adult Social Care, Early Years and Good Work Camden, in addition to supporting 11 funded partners in the Camden Advice Network<sup>10</sup>. These services will continue to ensure residents have access to free, independent advice on benefits and financial support.

7.3.3. In Spring 2025, Money Advice Camden and Good Work Camden worked with the New Economics Foundation on a 12-week Test and Learn pilot<sup>11</sup>. The pilot explored how proactive outreach from the council could increase voluntary engagement with employment support by those receiving the LCWRA element of universal credit. Around 800 residents were contacted and offered holistic support, covering a range of issues, including employment. Of the cohort contacted, 4% took up the offer of employment support, which included connections to WorkWell and Money Advice Camden. Good Work Camden and Money Advice Camden will continue to identify ways of collaborating to support residents who may be impacted by benefit changes and the impact this has on employment.

## **8. Next steps**

- 8.1. Continue to ensure frontline staff are aware of the varied employment support offers available. This will include the continued promotion of Making Every Contact Count training, as identified in 2.6.1, to ensure staff and volunteers across services feel confident to identify employment needs and signpost residents to the right support.
- 8.2. Continue to embed insights from the Clinical Lead for Good Work and Health role. This includes building on findings from primary care engagement and learning from Fit-Note Pilot sites to improve referral pathways, raise awareness and confidence among GP practice teams.
- 8.3. Continue to improve integration across employment and health programmes, through the Camden Work and Health Steering Group, so that services feel coherent, complementary and easy to navigate for residents and professionals in a complex landscape.

## **9. Comments of the Director of Finance**

- 9.1. The Director of Finance has been consulted on the comments of the reports and has no comments to add.

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<sup>10</sup> <https://www.camden.gov.uk/camden-advice-network>

<sup>11</sup> <https://neweconomics.org/2025/08/increasing-voluntary-engagement-with-employment-support>

**10. Legal Comments of the Borough Solicitor**

10.1. The Borough Solicitor has been consulted on the contents of this report and has no comment to make at this time.

**11. Environmental Implications**

11.1. No Environmental implications

**REPORT ENDS**