

Camden Borough Partnership Carers Board

Terms of Reference

April 2025

CAMDEN'S BOROUGH PARTNERSHIP CARERS BOARD	
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These Terms of Reference for the Camden Borough Partnership Carers Board sets out our current view of how the group might work and the roles and responsibilities of members. This document was agreed on 09 April 2025 as part of the first Borough Partnership Carers Board meeting, and will provide structure to the group ensuring it operates in an efficient and productive manner. The next review point for these Terms of Reference is planned for 15 April 2026.

1. Purpose of the Board

The Borough Partnership Carers Board in Camden will be responsible for overseeing the [Carers Action Plan](#), ensuring accountability, tracking progress, and embedding carers' voices in steering, challenging and guiding work related to carers. The Board will bring carers and system partners together, and link in with key decision-making bodies. The Board will also promote a collaborative approach to social care, learning from new neighbourhood-based social care models in Camden. As put best by carer and co-producer of the Carers Action Plan:

“...at some point in our life we will play the role of a carer, and we will need care at some point, so it is not something that is existing for somebody else, we are all involved in this. So this action plan is incredibly important because it sets that standard that impacts every single individual in this room. Caring is a journey that touches us all, so let's be patient about it.”

The Carers Action Plan is Camden Council's strategy to better recognise and support unpaid carers aged 18 and over. The Plan was noted at Full Council on 22 July 2024, with a significant themed debate. It has been co-produced with carers and focusses on principles for improving services that interact with carers. The plan is divided into two sections: one detailing actions and priorities for the Camden Borough Partnership, and another outlining carers' rights and data, and progress tracking.

The plan is dynamic, evolving with the direction of the Borough Partnership Carers Board.

For more details, visit the [Carers Action Plan website](#).

2. Role of the Board and Strategic Context

The Board will help drive accountability and direction of work related to carers. The Board itself is not a statutory board and so does not hold any formal decision-making power. It does support responsibilities as outlined in:

- The [Care Act 2014](#) and associated statutory guidance, which give clear duties to local authorities to identify unpaid carers, assess their needs, and prevent, reduce and delay future need for support.
- The [Health and Care Act 2022](#), which sets out duties to involve unpaid carers and those they care for in decision making, including prevention, diagnosis and treatment, changes or developments to services, and discharge planning.
- [The Supporting People, Connecting Communities strategy](#).
- Camden's [Carers Action Plan](#).

The Board seeks to connect with broader Camden initiatives related to engagement and community empowerment, particularly emphasising co-production and system initiatives related to carers, including:

- Camden Council's [We Make Camden policy](#) which seeks to bring communities together to tackle social inequality, making Camden a place where everyone can get the support they need.
- Camden Council's [The Way We Work](#) policy, our renewed vision for how Camden as an organisation will respond to the ambitions set out in We Make Camden as we face new challenges in the years to come.

- The other Acts that protect carers rights, including the [Human Rights Act 1998](#), the [Equality Act 2010](#), and the [Work and Families Act 2006](#).
- Central North West NHS Foundation Trust's [Carers Charter](#) as well as their ongoing work related to implementing [the Triangle of Care](#).
- The ongoing development of the North London Foundation Trust's Carers Strategy.
- Other guidance and national policies referencing unpaid carers including [the NHS Long Term Plan 2019](#); [the National Institute for Health and Care Excellence \(NICE\)](#); and [the Care Quality Commission](#).

The main aims of the Board are to:

- Hold oversight of the Carers Action Plan and its action log.*
- Agree measures of success and share updates on these so we can monitor our progress.*
- Champion system change for carers, in partnership and collaboration with various Council departments, the North London Foundation Trust and the North Central London's Integrated Care Board.*
- Ensure that carers and former carers are actively involved in our work, and continuously reviewing and improving how we embed co-production.*
- Promote integrated ways of working that make the best use of available skills, expertise and resources.*
- Work together to agree creative solutions where there are barriers to progress.*
- Identify and share good practice.*

3. Key Principles and Values

The role of the Board is to embed and champion the principles set out in the Carers Action Plan. These are:

Principle 1: Identifying as a carer is an essential step to accessing support.

Principle 2: Caring is intrinsically connected to a relationship.

Principle 3: A carer is an individual person with their own needs and context.

Principle 4: Caring responsibilities require time and energy.

Principle 5: Connected services are vital to carers.

As described by a former unpaid carer and co-producer of the Carers Action Plan, "when you call up, you want to feel more like you are getting a hug than a push back... we know services are under huge pressure, but we also recognise that [carers] work with everybody who is involved with the clients, the patients... we are part of that team, and we can really help. We are an asset and not a problem."

To achieve these principles, the Board will agree to run and operate in a way which:

Welcomes and includes

- The Board considers the diverse backgrounds, identities, needs, and challenges faced by carers from all communities, ensuring our approach is inclusive, equitable, and respectful of all individuals.
- The Board will be welcoming and accessible and will work towards transparency and power-sharing in our actions, involving carers directly in the planning, development, and review of

policies and services, ensuring that their insights and expertise are integral to co-designing solutions that meet their needs.

Commits to carers

- All members are committed to supporting carers.
- Advocacy is key: members should acknowledge carers' value, champion carers' needs and raise their voices, implementing preventative measures that protect carers' physical, mental, and emotional well-being, ensuring timely access to the right support and services to reduce stress and burnout.

Considers the system

- Members recognise our common purpose to support carers, and understand the interconnected nature of our local system, acknowledging our shared responsibility in respective roles or organisations to ensure carers are on the agenda, embedding this recognition into our policies, communications, and working culture.
- Members are dedicated to working as a collective, to help bring this strategic work to a frontline, lived experience level, supporting wider community members, colleagues and departments to identify more carers and enable more carers to be informed about the available support and resources.

Focusses on the future and coordinates action

- The Board will prioritise creativity and innovation and take decisive, coordinated action across the system to affect meaningful change, breaking tasks down into focussed task and finish groups when needed.
- Open, honest and effective communication and problem-solving will guide our work.

Collaborates, learns and connects

- We will actively listen and respect one another in how we work together, feeling safe to disagree, building strong relationships and fostering collaboration across all sectors, and approaching decision-making through consensus.
- We will create synergy and ensure our work aligns both strategically and with those who experience it firsthand.
- We will come together as a team, valuing shared learning, making time to hear continuously from carers, related research, and best practices across the system.
- We will monitor and evaluate our progress regularly and use data and insight to improve the quality of support and services provided, adapting our strategies as needs evolve.

4. Governance

The meeting will be jointly chaired by a carer and Cllr Anna Wright, Cabinet Member for Health, Wellbeing and Adult Social Care.

The Board has no delegated decision-making authority but can make recommendations to the various local and North Central London decision making groups, such as the Local Care Partnership Board or the Health and Wellbeing Board.

To maintain accountability of the Board, the Health and Wellbeing Board and the Health and Adult Social Care Scrutiny Committee can ask for regular (yearly) updates and reports from the Borough Partnership Carers Board (work programme permitting). The Borough Partnership Carers Board will also produce reports to Supporting People, Connecting Communities Board (the Board overseeing [Camden's ASC related strategy](#)) as necessary.

The Board will oversee and coordinate strategic and operational activity as it relates to carers, and will inform and feedback ongoing work in this area.

The Board will work closely with Children and Learning and other system strategies where there are clear interdependencies. For instance, as the Young Carers Strategy is being developed, the Board will serve as a reference group for updates and progress on this.

The Board has the authority to set up separate, time limited Task and Finish (T&F) Groups, to focus on achieving specific outcomes related to the Carers Action Plan. Members from the Board can chair and be part of these groups, and broader system partners and stakeholders may be invited as required. These T&F Groups will feed into and update the Board during standing items to discuss progress related to the Carers Action Plan's Action Tracker.

T&F Groups will operate on a relatively informal basis in the sense that they are a forum for information gathering and discussion between Board Members. They can lean on this Terms of Reference for guidance.

The Carers Working Group will discontinue to avoid duplication. Instead, the Carers Project Team will seek opportunities to ensure updates from the Board are fed into existing carers forums, such as Camden Carers Voice, and that a recurring item on the Board can be set-up at these.

For an overview of the proposed governance model and where the Board sits, see Appendix A.

5. Agendas and minutes

The agenda will be circulated three weeks in advance of the Group meeting. All members of the Group may propose agenda items. Items may also be tabled at the meeting with the agreement of the Chairs (who will consider time available and priorities).

A process has been developed to ensure that agendas are co-produced. A steering group, including the Chairs, Carer Representatives, Project Team and Carers Service will meet to agree agendas and papers. This process will be influenced by discussions in the Board meetings themselves, engagement via focus groups and forums, and a structured feedback mechanism to integrate different perspectives. For an overview of the co-production process for agenda setting, please see Appendix B.

All Board members are responsible for following up action points identified at the meeting.

The minutes will provide a concise summary of the discussion with a list of key action points and responsible person(s). The draft minutes will be issued within two weeks of the meeting and agreed at the subsequent meeting subject to corrections and amendments.

The Carers Project Team manages administration of the meeting and will send papers, agendas, meeting invites and will act as main point of contact for raising items and planning.

6. Review Point

The Terms of Reference and membership of the Camden Carers Borough Partnership Board may be reviewed at any time by the Council to ensure they remain appropriate for the requirements set out in the Carers Action Plan. The group will agree any changes. The terms of reference will be reviewed on an annual basis, and a review point be agreed to assess membership, lived experience involvement and any lessons learnt.

7. Resources connected to the Board

The Carers Project Team is in place to support and coordinate the Borough Partnership Carers Board.

Co-production and engagement will continue to be a focus and feature of the Borough Partnership Carers Board. For the first two years, the Board has a participatory budget of £15,000 per year that will be used to deliver the priorities within the Action Plan and support ongoing co-production. The Borough Partnership Carers Board will hold this budget and make recommendations how this will be spent, and this will be administered by the Carers Project Team.

8. Membership and Frequency of Meetings

Meetings will take place every 12 weeks for 2 hours. We will aim to meet in person at least twice a year, with the possibility for hybrid options to allow flexibility for participants to join.

Members can be supported with a planning meeting prior to the Borough Partnership Carers Board and offered a post meeting debrief where necessary. This will be supported by the Carers Project Team from Camden's Adult Social Care.

All members should notify the Carers Project Team and Chairs of apologies and in case of absence, ensure where possible there is a named deputy or representative to attend on their behalf. In order to manage resourcing, it is suggested that one representative from each department/organisation attend.

9. Members will champion principles set out in this Terms of Reference.

The Carer Co-Chair will be appointed on a 2-yearly basis. Carer representatives will sit on the Board. These roles will be supported by the Carers Project Team and the commissioned carers service.

The Board does not anticipate discussing confidential items and individual cases. If the need for this arises, these discussions will be taken outside of the meeting by the relevant parties. Members are asked to be aware of relevant practice and legislation related to the Data Protection Act and General Data Protection Regulation (GDPR).

We may occasionally take photos or capture learning to share outside of the Board, but the Carers Project Team will always ask permission for this.

Membership of the Board

Role	Organisation	Responsibility
Cabinet Member for Health, Wellbeing and Adult Social Care	London Borough of Camden	Co-chair

Carer		Co-chair
Carer		Member
Carer		Member
Carer		Member
Carer (Participation and Inclusion Advisor)		Member
Senior Community Partner – Corporate Services	London Borough of Camden	Member
Head of Service	North London Foundation Trust	Member
Director	Forum+	Member
Public Health Senior Strategist Assistant Public Health Strategist	London Borough of Camden	Member
Service Manager – Prevention and Wellbeing	London Borough of Camden	Member
CEO	Camden Carers	Member
Director of ASC Operations and Deputy DASS	London Borough of Camden	Member
Lead Psychologist for Services for Ageing and Mental Health	North London Foundation Trust	Member
Carers Practice Development Lead	London Borough of Camden	Member
Integration and Partnerships Senior Manager	North Central London Integrated Care Board	Member
Chair of Health and Adult Social Care Scrutiny Committee/Carers Champion	London Borough of Camden	Member
Care Manager	Holborn Community Association	Member
Service User and Carer Involvement and Engagement Lead	North London Foundation Trust	Member
Coordinator - Family Service & Counselling Service	Change, Grow, Live	Member

CEO	British Somali Community Centre	Member
Head of ASC Insight, Quality and Financial Services	London Borough of Camden	Member
Head of Adults Commissioning Strategic Commissioner Commissioning Manager	London Borough of Camden	Member
Service Manager, Camden Learning Disability Service	London Borough of Camden	Member
Head of SPRU (St Pancras Rehabilitation Unit) and TOCH (Transfer of Care Hub)	Central and North West London Trust	Member
TBC	Camden Primary Care Network (PCN)	Member
Trustee	Forum+	Member
Carers Project Lead	London Borough of Camden	Meeting Support
Carers Project Officer	London Borough of Camden	Meeting Support
Carers Project Support Officer	London Borough of Camden	Meeting Support

The Board can co-opt members as required, including temporary guest attendance for meetings focussing on specific relevant subjects where their expertise would be valuable.

These Terms of Reference will be reviewed annually following its agreement.

25% (7) of total members (27) will be required to be at each meeting for it to be considered quorate. At least one lived experience representative needs to be in attendance of the Board, as well as the Carer Co-chair.

10. Participation guidelines

The following rules of participation will be adhered to by all members:

- Members are expected to attend all meetings and should inform the Project Team of their attendance, by accepting the electronic calendar meeting invitation or emailing to confirm attendance.
- Members should arrive on time to avoid meeting delays.
- During the meeting, members should switch off mobile phones or put them on silent and avoid distractions if joining online.
- Members are encouraged and supported to engage actively and constructively in discussions, sharing their experiences/views of services that they have used and been involved with.
- Members should respect other people's views and comments and focus on ideas, not individuals, during debates.

- Members are encouraged to listen actively and avoid interrupting when others are speaking, being mindful to individual speaking time to ensure all members can participate.
- Decisions will be made collectively, adhering to the agreed consensus process.
- If officers become aware of any safeguarding concerns this will be reported and dealt with through the appropriate council channels. For more information, please visit Camden Council's online resource for [Safeguarding Adults](#).
- Maintain the confidentiality of sensitive information discussed during the meeting, and do not share or disclose decisions or discussions outside the Board unless explicitly agreed.
- Members are asked to respect the role of the Co-Chair's in managing the meeting and timekeeping.
- People are not allowed to attend the group if under the influence.
- Please use respectful language and tone, even in disagreements, and refrain from using offensive language.

11. Identifying Workstreams, Measuring Success and Tracking Progress

The Board will focus on achievable, impactful goals to improve carers' experiences. Alongside the [eleven priorities](#), the Carers Action Plan includes an [Action Tracker](#) that the Board will oversee. The Board will agree measures of success and timescales for these actions.

Carers will continue to be involved in work related to the Carers Action Plan to ensure it reflects their experiences, and that there is accountability and meaningful progress. A hybrid approach will be used for evaluation, combining existing frameworks like the NICE quality standards ([NG150](#), [QS200](#)) and Camden's [Good Life Framework](#), rather than creating a bespoke system.

The NICE quality standards outline five priority areas for improvement, such as identifying carers, involving them in decision-making, and supporting their health and wellbeing. These resonate with the Action Plan's goals and demonstrate Camden's commitment to high-quality care. Similarly, the Good Life Camden Framework, co-created with Camden residents, focusses on themes like equality, health, lifelong learning, and community connections, offering tailored measures to assess progress.

Progress will be tracked using both frameworks, through collating and analysing quantitative and qualitative data. Updates will be regularly reported to the Borough Partnership Carers Board.

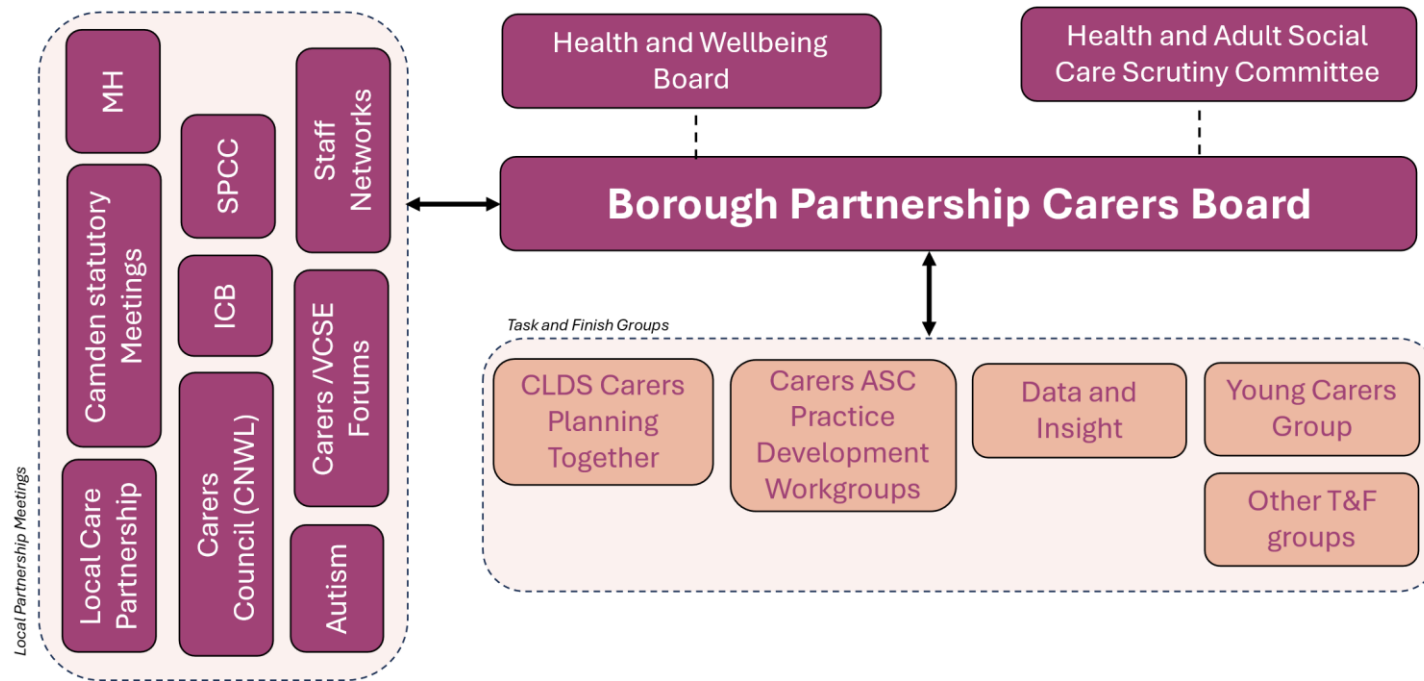
There has been significant engagement with carers in the lead up to the development of the Board, including two workshops in November 2024 which invited carers to share ideas for related carer workstreams that can be explored in the first year of the Board's establishment. Some of these suggestions include:

- **Carer Support and Awareness:** Enhance the overall experience for carers by fostering continuity in support following carer identification, including improving process and timelines around Carer Conversations and reviews. Consider ways to develop a more holistic Carers Conversation, integrating the [Good Life Camden Framework](#). Close the gap between signposting and effective outcomes by monitoring and developing referral processes.
- **Communication and Outreach:** Boost the Board's visibility via local media, outreach programs, and partnerships with healthcare and cross-sector professionals to extend support. Increase awareness of carers' roles through targeted campaigns and advocate for improved employment opportunities.

- **Surveys and Feedback:** Gather insights through surveys on access to services, mental health, and lifelong learning, using data to shape future initiatives.
- **Practical Resources:** Develop a starter pack for new carers with accessible information on rights, benefits, and emergency contacts, for wider distribution.
- **Emergency Preparedness:** Expand Carers Cards to include emergency contact details, improving awareness among emergency services.
- **System-wide initiatives and campaigns:** Explore including carers within the Council Market Position Statement, and/or consider means to make carers a protected characteristics within the Council. Look to elevate carers' representation in governance and embed awareness of carers' roles across Council systems, including HR inductions and procurement cycles.

Appendix A: Proposed Governance Structure

Carers Board Governance



ASC: Adult Social Care
CLDS: Camden Learning Disability Service
ICB: Integrated Care Board
LBC: London Borough of Camden
MH: Mental Health Partnership Board
SPCC: Supporting People, Connecting Communities Board
T&F: Task and Finish
VCSE: Voluntary, Community and Social Enterprise

Appendix B: Co-production Process for Agenda Setting

Co-production Process - Applying a trauma-informed and strengths-based approach to Board meetings, with clear and structured agendas informed by the process below:

Board Meeting: a co-productive process with deep dives and shared learning sessions



Carers Board steering group including Project Team, Councillor Wright, Carers Service, Carer Representatives will agree and draft next agenda collaboratively following Board discussions



One off focus groups/co-production groups related to Board Programme themes



Engagement with Camden Carers Voice/ ad-hoc stakeholder forums (when applicable)



Feedback channel/ complaints process in place



Circulating agenda and checking approval (3 weeks prior), then integrating any feedback