

Southdown

# Our impact

2021-22

Leading provider of housing, care and support across Sussex since 1972

[www.southdown.org](http://www.southdown.org)



# Contents

- Southdown at a glance..... 3
- In the last year..... 5
  - We supported..... 6
  - What people said about us..... 8
  - Social landlord..... 9
  - Learning disability support ..... 10
  - Mental health support..... 11
  - Homeless prevention..... 14
- How we did it..... 15
  - Our team..... 16
  - The figures..... 18
- Impact of Covid-19..... 19
- Our learning..... 20
- Looking ahead..... 21
- Thank you..... 22

## ABOUT THIS REPORT

All figures quoted refer to the year running from 1st April 2021 to the 31st March 2022, unless otherwise stated. Figures describing the success of interventions made by Southdown services relate to clients for whom the outcome was an identified support need.



# Southdown at a glance



## WE BELIEVE



Everyone has the right to live their life well.

## OUR MISSION



To provide exceptional community support services across Sussex which enable people to live well.



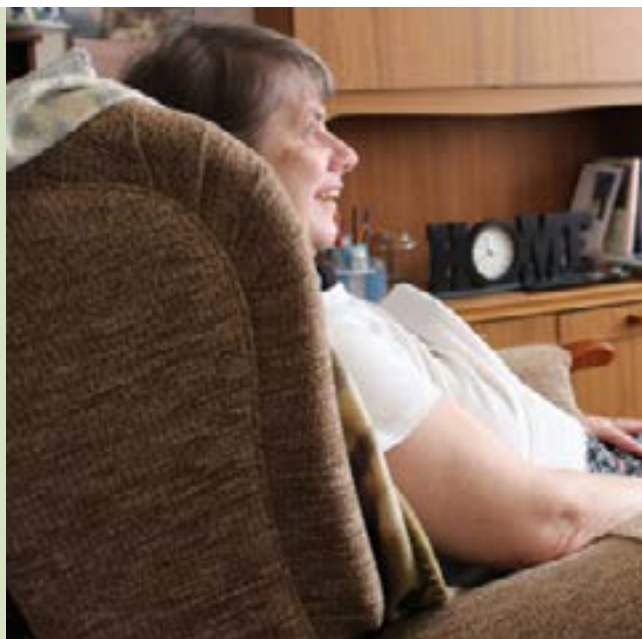
# Southdown at a glance

## WHAT WE DO



We deliver specialist, person-centred support:

- 24-hour care and support for people with learning disabilities
- Mental and physical wellbeing
- Peer support
- Homelessness prevention
- Learning and employment
- Social landlord



## OUR ADDED VALUE



- Big enough to be taken seriously, small and local enough to care (approachable and accessible)
- Renowned for consistency, quality, reliability and professionalism
- Unique capability to act as an inclusive VCSE (Voluntary, Community and Social Enterprise) Lead Provider
- Being a psychologically informed organisation
- We influence and innovate
- We believe in and stand up for our people (our clients and colleagues)

# In the last year...







# We supported...



## 9,967 PEOPLE

in the 62 services we  
run across Sussex.

### 118 PEOPLE

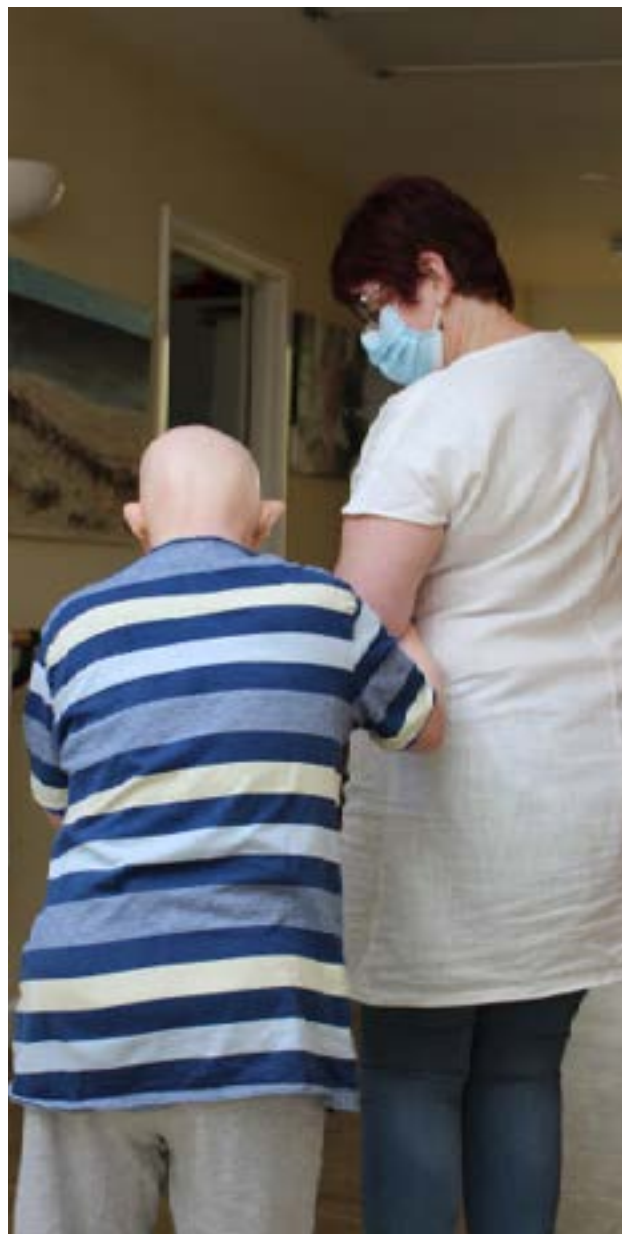
with learning disabilities live in  
and were supported by our  
**26 supported living services.**

### 27 PEOPLE

with learning disabilities live in  
and were supported by our  
**5 residential care homes.**

### 575 TENANTS

and shared owners, for whom we  
are the landlord for or act on behalf  
of another landlord, **were supported  
to live in their own homes.**





We supported...

3,648 PEOPLE

were supported by our  
**10 homeless prevention  
support services.**

6,343 PEOPLE

were supported by our **18 mental  
health support services**  
(including our employment, learning,  
peer support and mental and physical  
wellbeing services).

654 PEOPLE

received support from our  
**Financial Inclusion Team**  
(81 of whom were supported to claim  
a combined **£129,585** in welfare  
benefit back payments owed).

1 IN 4 PEOPLE

who accessed support were  
able to **use more than one of  
our services** due to multiple needs.



# What people said about us...

91%  
said

"Support has made a positive difference to my life."

87%  
said

"I am involved in planning my support."

98%  
said

"Staff are polite and I am treated with respect."

91%  
said

"Overall, I am satisfied with the support I receive."

95%  
said

"Staff are reliable and arrive on time."

95%  
said

"Information given to me is clear and easy to understand."

91%  
said

"I know how to make a complaint or how to find information about making a complaint."

Percentages relate to number of survey respondents.



# Social landlord

Over the past year, our Tenant Involvement and Communication Officer has explored what more we can do to enable our tenants to have their say on issues that matter to them. This has included: development of a Tenant Involvement Group, a series of informal group sessions focussed on a variety of topics, welcome session for new tenants and regular tenant newsletters.



**17%** of our **575** tenants received additional support from our learning disability services.



**28** tenants were successfully supported to move on to independent living, enabling us to use our supported housing for other people that need it.



**93%** tenant satisfaction with support received.



**92%** tenant satisfaction with condition of their home.



**91%** tenant satisfaction with standard of repair work to their home.



We brought **18 one-bed homes in Brighton and Hove** to be used as affordable supported housing for people living in the city.



We completed our **first sustainability project** in Eastbourne. To reduce energy costs and carbon emissions, one of our tenant's homes was fitted with an air-source heat pump and treated with insulating render and thermally insulating paint on the interior. The project supports **our aim for all our housing to be carbon neutral by 2050.**

*"The support from Southdown has been brilliant. My Housing Assistant has been an absolute diamond, like a guardian angel. I've never known anyone like her. If she says she'll do something, she'll do it. The property has come at a good time. It allows me to offer stability for myself, my family, and get me back to normal life. It feels great to have secure housing."*

– Southdown tenant

# Learning disability support

## QUALITY CARE



**100%** of our Learning Disability Supported Living services achieved a 'Good' Care Quality Commission rating, with some areas assessed as 'Outstanding'.



**93%** client satisfaction with support received.



**93%** said support has made a positive difference to their life.



**100%** said staff are polite and treat them with respect.



**96%** family and advocate satisfaction with knowledge and skills of staff.



**95%** family and advocate satisfaction with health and wellbeing support provided.

## POSITIVE BEHAVIOUR SUPPORT

Our Positive Behaviour Support (PBS) approach, embedded throughout our services, continued to enable us to provide the very best care and support.

Our PBS approach focuses on understanding challenging behaviour (**41% of the 167 people we support have additional complex behaviours**) and tailor support in response. It is also built on an understanding that effective communication between our clients and staff, as well as a person-centred approach, is essential to providing a quality service.

*"I love it here. Got my own space and I love doing my own things and looking after my own things and being more independent." - Ruby, client at one of our Supported Living Services"*

*"I think you all need to know that you have all had a colossal part in who she is today. She has come on so much since she's been there, so thank you."*  
- Ruby's mum

# Mental health support

## SUSSEX MENTAL HEALTH COMMUNITY TRANSFORMATION PROGRAMME

Southdown has played a leading role in shaping the design of future community mental health services across Sussex.

We regularly hear from people that there is a need for greater communication and coordination between health and social care services within the local system. By working collaboratively, and thinking different and boldly, we have a fantastic opportunity to make an enormous difference.

### Over the past year we have:

- Represented the Voluntary, Community and Social Enterprise (VCSE) sector on the Sussex Health and Care Partnership's Mental Health Collaborative Board and engaged in Transformation Programme meetings at Sussex (System) and County Council (Place) level.
- Dedicated resources to support representation and co-ordination of the VCSE to contribute to projects and activities and undertake development work to maximise VCSE and client involvement in the design and delivery of services.
- Helped shape and deliver new Emotional Wellbeing Services based in Primary Care Networks (clusters of GPs).
- Launched a new Screen and Intervene service in GP surgeries to support patients with mental health issues access an annual physical health check.



# Mental health support

## IN OUR MENTAL AND PHYSICAL WELLBEING SERVICES



**782 people** took part in **162 different groups**, across **2,439 sessions**, at our **8 wellbeing centres** in East Sussex and Brighton and Hove.



Our Complex Emotional and Relational Needs (Personality Disorder) services in East Sussex and Brighton ran **631 sessions** which were **attended 2,807 times**.



**416 people** received support from our Crisis Prevention Staying Well services in East Sussex and Brighton and Hove. **4,613 in-person or phone support sessions** were provided.



As part of our lead provider role, in response to feedback from local people, we changed the name of the Brighton and Hove mental health network from Community Roots to UOK Brighton & Hove. We also gave the network a refreshed brand identity and supported **16 local providers** to deliver joined up support for local people across the city. Over the year, **1,167 calls** were made to the Central Access Point phoneline.



**965 people** received support over **2,378 sessions** from our Community Connectors social prescribing service in East Sussex. **93%** said support has made a positive difference to their life. Support patients with mental health issues access an annual physical health check.



*"It was a safe haven; a lifeline. It's an evening service where you can just go in and speak to one of the Support Workers, have a cup of tea and talk through your anxieties. Evenings were worse – that's when I would have negative thoughts and worries. The Staying Well service stopped me from killing myself."*  
– Client of our Crisis Prevention Staying Well service.



# Mental health support

## IN OUR EMPLOYMENT AND LEARNING SERVICES



**2,562 people** with mental health challenges received support from our Supported Employment services across Sussex. Of these, 516 people were supported to secure paid work and 344 were supported to keep their job.



**94% client satisfaction** with support received from our Supported Employment services.



**93%** said support has made a positive difference to their life.



We expanded our supported employment services across Sussex. In Brighton and Hove, we launched a service for people whose employment was affected by Covid 19. In East Sussex, we developed support to complement the work of CLG's Drug and Alcohol service. And, in West Sussex, we worked in partnership with a mental health rehabilitation service to enable access to employment support.



**407 students** registered for courses and workshops at our Recovery College in Brighton and Hove, of which **147** were new and **260** were returning.



*"It's a very personalised service. There's a big difference between a Recruitment Consultant and an Employment Specialist. Working with an Employment Specialist really helped my confidence because I wasn't out there alone looking for a needle in the haystack anymore. In between sessions, I was rebuilding myself, my strength, and my mental attitude. It's been a very rich journey, very positive."*

– Client of our Employment Support.



# Homeless prevention



**3,648 households** received support to solve their housing problems and improve their health and wellbeing.



We launched a new Pathways Home housing support service in West Sussex. Over the year, the service has provided support for **181 people**.



In our West Sussex and Brighton and Hove housing support services, **100%** of respondents to a client survey said they were satisfied with support they'd received.



We launched the new Brighton and Hove Transition and Resettlement housing support service which over the past year has provided support for **163 people**.



Across East Sussex, we worked with local authority partners to help deliver the Rough Sleeper Initiative designed to support people with a history of rough sleeping access and resettle into independent accommodation. Our rough sleeper support services supported **166 people** to secure housing.



Building on the success of the mental health Discharge to Assess pilot in Brighton and Hove, we secured additional funding to increase the number of homes allocated to the service **from 4 to 8**. The service offers a managed transition for people from a hospital setting to the community.

*"Having that support, having that person behind you when you haven't had anybody behind you for however long, it makes all the difference. You've got someone in your corner, you've got somebody that if you come across a problem or an issue, you've got somebody that can advocate on your behalf, fight your corner."*

*– Client from our Brighton & Hove Transition and Resettlement Service.*

# How we did it...



# Our team

We believe in doing the very best for people – for our employees as well as people that access our services. Their health, happiness and wellbeing really matter to us.

We work hard to recruit and retain skilled and caring individuals. In return, we aim to be the best employer we can be.

## In 2021-22:



We employed 1,128 people with a wide range of skills and experiences from a variety of backgrounds and cultures.



We delivered a -0.5% gender pay gap (comparing the median hourly rate of pay for men and women).



We were recognised as a Top 30 Family Friendly Employer for the 8th year in a row.



We offered 104 distinct training courses for our colleagues to develop their knowledge and skills.



During the Brexit process, we supported our European colleagues to apply for settled status (8% of our staff are European nationals).



*"The best thing about being a Support Worker is that every day is different. I feel like I'm developing in different ways every single day and I get to work with a really great team."*

*- Support Worker at one of our learning disability services.*

# Our team



As we came out of the Covid-19 pandemic, we continued to offer hybrid working (working in the office and remotely) to support colleagues to balance work and personal commitments. 1 in 3 of our employees are carers for disabled or elderly relatives/loved ones or children outside of work.



7.6 is the average number of years Southdown employees stay with us and 29% of our workforce have been with us for 10 years or more.

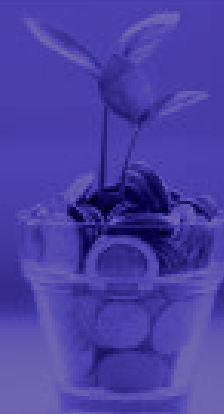


We reviewed our Equality, Diversity and Inclusion priorities to ensure everybody at Southdown (employees and clients) feel welcomed and we create a culture that challenges prejudice and values diversity. 1 in 5 of our employees are disabled or have a long-term health condition.



*"The best thing about my job is being surrounded by other people. It's a rich environment in terms of opinions, ideas, and backgrounds. It's very diverse. I work with clients who are non-judgemental. I'm transgender. That's never been an issue to anybody. I'm accepted for who I am and what I do."*

**- Service Manager at one of our learning disability services.**



# The figures

## OUR INCOME SOURCES:



Commissioned contracts



Commissioned packages of support for individual clients



Rent and service charge income

As a not-for-profit organisation, we reinvest any surpluses into service delivery and development.

## HOW WE SPENT OUR INCOME:



Learning Disability Services: £13,286,796



Mental Health - Recovery / Wellbeing: £3,464,030



Housing: £4,528,885



Mental Health - Supported Employment £2,720,941



Housing Support: £4,084,271



Other: £90,527



# Impact of Covid-19

Upon reflection, whilst Covid-19 had a major and unprecedented impact on our activities during 2020/21, it has been the second year of the pandemic that has caused the most significant impact on Southdown.

With higher staff absence rates and continued mandatory Covid-related restrictions on how we could flexibly use our care staff, we also saw a marked reduction of Government financial support to cover additional costs in excess of £600,000.

Despite the financial and operational pressures, our colleagues safely supported our clients for a second year. Thanks to colleagues' care, compassion and vigilance on infection control, none of our learning disability supported living and residential care home clients lost their lives to the virus.



## In a survey...



78% of people who access our services said their support needs increased during the Covid-19 pandemic.



84% said that Southdown's support during the Covid-19 pandemic met their needs.



95% of family members or advocates of clients of our learning disability services said we kept their family member safe during the Covid-19 pandemic.

As we learnt to live with Covid-19 and restrictions were lifted, colleagues in our learning disability services have continued to wear face coverings and adhere to infection control guidance. We're beyond proud of our amazing team.



# Our learning

**To ensure we continually learn and develop as an organisation, we regularly reflect on activities:**

## Southdown Voice

Our vision is to put our people (clients and colleagues) at the heart of everything we do, and this includes listening to their views and experiences. Whilst we received feedback through our annual Employee Survey, Staff Forums, annual Client Satisfaction Survey and annual review of complaints, we know there is much more we can do.

Going forwards, we will develop our Staff Forums into a network of opportunities for colleagues across Southdown to have their say and influence what and how we do things. We will share regular employee surveys throughout the year, and respond to the feedback with a 'You Said, We Did' approach. We will also develop more opportunities for our tenants and clients of our services to influence the support we provide.

## Growth Mindset

To achieve our vision for colleagues and clients to 'live well', we believe a culture of continual learning and development is vital. We can achieve big things by having a 'growth mindset' and believing we can!

At Southdown, having a growth mindset will be where we seek inspiration from others' success, embrace challenges, learn from setbacks and seek to continuously improve and develop new skills.

## Sustainability

We are learning from our pilot sustainability project by listening to feedback from the tenant of the property involved. As we do more projects like this, we have learnt that we need to engage with tenants before work starts to fully involve them in the project and understand any concerns they may have.

# Looking ahead

We have taken the opportunity, in our 50th year, to review and refine our strategic objectives for the next five years, which describe what we will do to fulfil our mission.

## Our strategic objectives for 2022-27



1. **PEOPLE** (colleagues and clients) We are imaginative and creative in how we work with people. A psychologically informed approach and co-creation are fundamental to how we do things.



2. **CULTURE** We will create a performance culture where contribution is rewarded, diversity is embraced, and learning is celebrated. We will actively seek to alleviate 'in work' poverty and make Southdown a community not just an employer – we want our people to 'live well' in Southdown.



3. **OPERATIONAL** We will drive operational excellence across services through greater integration, consistency, and quality and assurance.



4. **GROWTH** We will grow and develop our business and market share.



5. **FINANCE** We will ensure that our costs are competitive and sustainable with proportionate central services.



6. **EFFICIENCY** Improve efficiency through simplification and automation of processes.

Our strategic objectives are supported by an exciting range of initiatives and projects. Keep an eye on our website [www.southdown.org](http://www.southdown.org) for updates and / or sign up for our newsletter.



# Thank you!

We would like to say a BIG thank you for the ongoing support of our commissioning partners: the local authorities and NHS organisations who procure our services. We firmly believe that developing credible and long-lasting relationships with our partners enables us to work collaboratively for the benefit of our clients.

**Our main commissioning partners who we work with include:**

- East Sussex County Council
- West Sussex County Council
- Brighton and Hove City Council
- Sussex Health and Care Partnership
- Brighton and Hove City Clinical Commissioning Group
- East Sussex Clinical Commissioning Group
- West Sussex Clinical Commissioning Group
- Primary Care Networks across Sussex
- Sussex Partnership NHS Foundation Trust
- NHS England
- Department for Work and Pensions

We'd also like to recognise and highlight the support and contributions we've had from people who access our services and the wide range of voluntary and community sector organisations we've worked with. Thank you.



# How to contact us

We want to hear from you

Whether you'd like to find out more about our services, provide feedback on support you've received or enquire about job opportunities to join our team, please get in touch.



Southdown Head Office, 2 Bell Lane, Lewes, East Sussex BN7 1JU



01273 405 800



[info@southdown.org](mailto:info@southdown.org)



[www.southdown.org](http://www.southdown.org)



[@SouthdownHA](https://www.facebook.com/SouthdownHA)



[@SouthdownHA](https://twitter.com/SouthdownHA)



[@SouthdownHousingAssociation](https://www.linkedin.com/company/SouthdownHousingAssociation)



[@SouthdownHousingAssociation](https://www.youtube.com/channel/UCv3v3v3v3v3v3v3v3v3v3v3)



**Southdown**

Southdown is an exempt charity registered with the regulator of social housing (L1829). Southdown is also a registered society under the Co-operative and Community benefit Societies Act 2014 (20755R).