

Southdown



OUR IMPACT

2023-24

Sussex not-for-profit support, care,
and housing provider since 1972

www.southdown.org

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About this report

All figures quoted refer to the year running from 1st April 2023 to the 31st March 2024, 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.

People statistics marked with an asterisk (people*) refer to timelines of support rather than unique individuals.



Southdown at a glance

About us

Over 50 years ago, community-based support began to replace long-term institutional care. A group of volunteers recognised the need for housing and personalised support to enable individuals to thrive within the community.

Today, we're the largest not-for-profit provider of care, support, and housing in Sussex. We make a positive difference to over 11,000 people with mental health challenges, learning disabilities, and those at risk of homelessness every year.

We believe that no one should feel alone or without support. By understanding each person's unique experiences, strengths, and potential, we support them to take meaningful steps towards a better life.

Whilst we've developed what we do, our passion and purpose has remained constant.



We believe

Everybody has the right to live their life well.

Our mission

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

Our values

Guiding how we do things, how we interact with the people we work with and the decisions we make, are our values:



Force for good

We're passionate about making a difference.



Brilliant with people

We're compassionate, inclusive and welcoming; our colleagues and local communities deserve nothing less.



United

Together, we can achieve so much more.



Trustworthy

We're knowledgeable and act with integrity.



Responsive

We listen, learn and adapt.



What we do

We deliver specialist, person-centred support:

- 24-hour and community care and support (autism and learning disabilities).
- Mental and physical wellbeing community services.
- Peer support opportunities.
- Learning and employment.
- Homelessness prevention and support.
- Social landlord of supported housing.



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 on behalf of the wider VCSE sector.
- We believe in and stand up for our people (our clients and colleagues).

In the last year



We supported
11,367

people* in the 60 services we provide across Sussex to take meaningful steps towards a better life; a 4.7% increase year on year.

We supported

160 people with learning disabilities who live in our 23 supported living services and 4 residential care homes to live their life to the fullest.

502 tenants and shared owners, for whom we are the landlord or act on behalf of another landlord, to live independently and well in their own homes and local community.

803 people* at risk of homelessness and sleeping on the streets through our 6 accommodation and housing support services (22% increase year on year). In addition our Rough Sleeping Initiative and Complex Needs Homeless Service provided support for 1,074 people across East Sussex.

9287 people* with mental health challenges to get well, stay well and prevent crisis through our 22 mental health support services, including our employment, learning, peer support and mental and physical wellbeing services.

501 people* to claim a combined total of over a million pounds of welfare benefits owed, through support from our Financial Inclusion team.

1 in 4 people* who accessed our support use more than 1 of our services due to multiple needs.

The above figures do not include data held on partner systems.



Our clients and tenants said



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



"Support has made a positive difference to my life"



"My Southdown worker listens to me"



"My Southdown worker respects my values and background"



"I feel valued and understood as an individual"



"My Southdown worker does what they say they will"

Source: Client and Tenant Satisfaction Survey 2023

Complaints

At Southdown, we actively encourage feedback and have policies and procedures in place to ensure comments and complaints are responded to in a timely and appropriate way.

A total of 21 complaints were received across all our operations, with four escalated to Stage 2. Overall, there was an increase in complaints (two more than 2022-23), but a 2% reduction in those that were escalated to Stage 2.

You can read our full Complaints Review for 2023-24 here on our website:
www.southdown.org/about-us/openness-transparency/

“Staying Well is valuable because it diverts me from services like A&E. And more than that, it’s a good place for neurodivergent people because it’s a low sensory environment. You quite often need somewhere to calm down and talk things over.”

- Staying Well mental health crisis prevention service client



“

It feels like we’ve got him back. It’s amazing. He’s back to what he used to be like years ago. The support he has, and the consistency of care, has been excellent. We feel that the whole family is part of his care and we feel welcome when we visit him.

- Family member of a client of our learning disability services

”

“When the road started to get rocky and I doubted whether any of my dreams were possible, my Employment Specialist was there to help rebuild that strength to continue. She took the time and patience needed, in a non-judgmental fashion, to allow me to gradually come round to a possible brighter future.”

- Mental health employment support client

“

The best thing about living here is being independent. I can go out and do things on my own. I feel listened to. A good Support Worker listens to you, talks to you if you need any advice, understands you.

- Client of our learning disability services

”

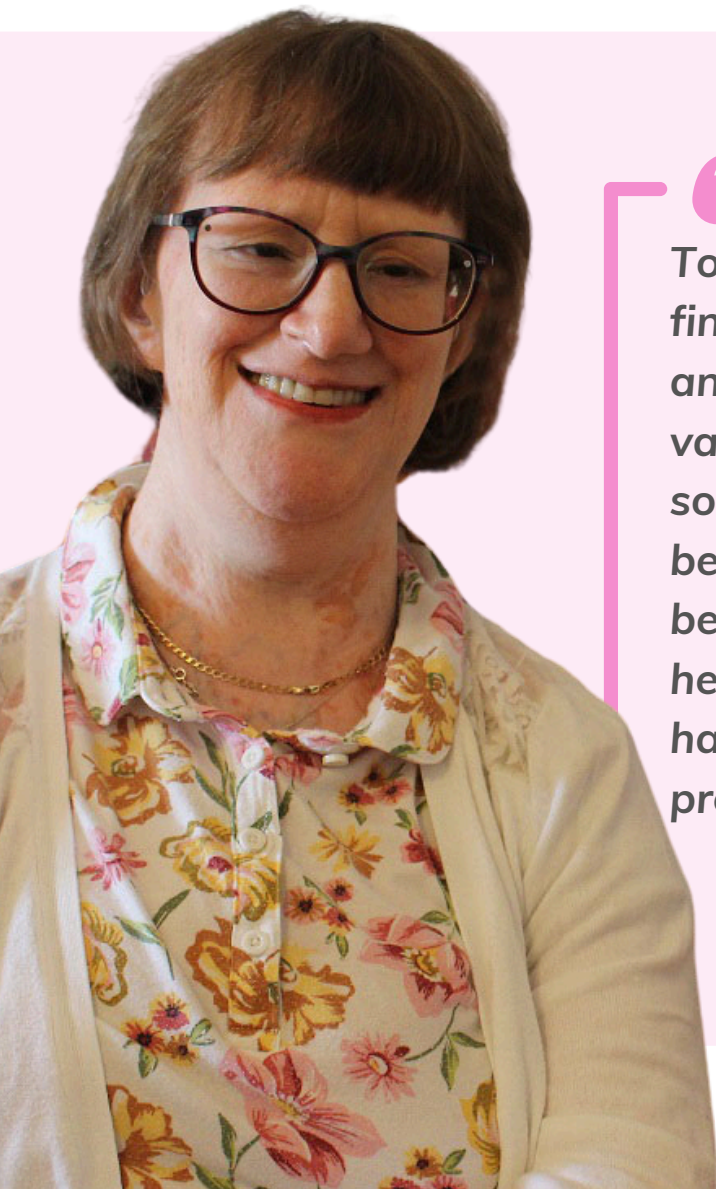


“

To be a Southdown tenant is to finally feel settled in my own home and in my own space. You feel valued as a person and not just somebody with a disability that's being a problem. It's been one of the best moves that I've made to move here, to this building, and to then have Southdown take over from the previous landlord, just fantastic.

- Southdown tenant

”



Mental health support



We supported
9,287

people* to get well, stay well and
prevent a mental health crisis.



In our mental health support services

Across our 22 mental health support services, including our employment, learning, peer support, and mental and physical wellbeing services, we provided support for 9,287 people to get well, stay well, and prevent crisis.

3,049



people* received support from our crisis prevention Staying Well services in East Sussex and Brighton & Hove. When asked, how did you feel before coming to Staying Well and how they felt afterwards, 90% said 'improved'. Provided in partnership with the Sussex Partnership NHS Foundation Trust, Staying Well provides psychosocial support within a safe, supportive, and therapeutic environment.

165%



In October 2023, Staying Well moved to an open access model in Brighton & Hove with an embedded Sussex Partnership NHS Foundation Trust clinician as part of the team. Our Staying Well services in Eastbourne and Hastings are in the process of following suit in 2024. These changes enabled us to increase the number of people we provided support for by a staggering 165% year on year.

20,660



In our Wellbeing Centres across East Sussex, Brighton, and Hove, we ran 4,290 group sessions at which there were 20,660 attendances. Group activities range from walking, yoga, mindfulness, stress management, and peer social support groups.

90%



Our Mental Health Support Coordinators, who work co-located in GP surgeries and operate as part of the Emotional Wellbeing Service in Sussex, provided support to 298 people*. Of those, 90% reported 'improved wellbeing'. For example, improved money management, increased social connections, reported better wellbeing or coping better, and were supported to access community activities or groups.



In our supported employment and learning services

2,690



people* received support from our Supported Employment services across Sussex. Of those, 321 people were supported to secure paid work and 228 were supported to keep their job. Our Supported Employment services use the Individual Placement and Support (IPS) model, a personalised and strength-based approach, to help individuals secure the job of their choice.

1,294



Our Work in Mind service provided support for a staggering 1,294 people*, the highest number of people the service has supported annually since it was established. Of those, 66 people were supported to secure paid work and 142 were supported to keep their job. Work in Mind provides employment support for adults accessing East Sussex Health in Mind's mental health services.

519



students* registered onto a wide range of 82 different courses and workshops provided by our Brighton & Hove Recovery College.



One of our Peer Tutors at our Recovery College was recognised on the national stage. Find out more about their award win on page 25.

Awards



Alice Brookes (pictured left), Bank Peer Tutor at our mental health Recovery College, was awarded the winner of the British Association of Supported Employment (BASE) David Grainger Award. The BASE Awards highlight best practice taking place across the UK using the supported employment model to change and enrich the lives of disabled, neurodivergent and disadvantaged people through good employment. The David Grainger Award is presented to a disabled person who inspires other people to have high aspirations in employment, who has changed perceptions around what disabled people can achieve or how they have progressed in their chosen career.

We were recognised as a Top 20 Family Friendly Employer in the UK for the 11th year in a row. Employers large and small from across the public, private, and third sectors compete annually to gain a coveted place on the charity's list of Top Employers for Working Families.





As lead provider for UOK

UOK is a partnership of 20 community services working together to support good mental health and wellbeing in Brighton & Hove and East Sussex. Our mission is to help people find and receive the support they need at the right time, and to promote good mental wellbeing for all.

The UOK partnership is led by Southdown and funded by NHS Sussex, Brighton & Hove City Council and East Sussex County Council. As lead provider, we unite organisations to provide a range of mental health and wellbeing services.



Highlights over the year included:

- **UOK East Sussex:** We launched UOK East Sussex after successfully being awarded the contract to lead a network of community mental health support in East Sussex for the next five years.
- **UOK Brighton & Hove:** We continued to lead and develop the UOK Brighton & Hove network of community mental health support, working with 18 providers.
- **Refugee, asylum seeker, and migrant project:** We were awarded funding to commission a new project to support refugees, asylum seekers, and migrants in Brighton & Hove. Following a procurement exercise, the contract was awarded to Trust for Developing Communities (TDC), Brighton Exile Refugee Trauma Service (BERTS) and Robin Hood Health Foundation, who created a tri-partnership.
- **UOK website and social media:** We launched a combined website (www.uok.org.uk) for UOK in Brighton & Hove, and East Sussex to make it easier for people to find local support. Additionally, we grew UOK's online community through social media channels' Facebook, Instagram and LinkedIn, connecting people to local support and services to one another (26% combined growth of followers).
- **Partner networking and collaboration:** Partnership meetings and events have supported partner networking and collaboration. Services signpost to each other, work on projects collaboratively, and broaden individual service offers. In Brighton & Hove, we established a new Strategic Steering Group in May 2024 which is working well to provide strategic direction and support for the partnership.

Learning disability support



We enabled
160

people to fill their lives with things that they enjoy, that bring them happiness, and that matter the most to them.



In our learning disability services

Across our 27 learning disability services in Sussex, we enabled 160 people to fill their lives with things that they enjoy, that bring them happiness, and that matter the most to them.

We support people with complex physical and behavioural needs, requiring specialist, high intensity support. To enable us to do this we receive £14.7 million of funding from local authorities and employ a skilled and dedicated care and support team of 500 employees.

39%
10y+

of people we provided support for have been with us for over 10 Years, and 18% have been with us for over 20 Years. This longevity of support means we get to know the people we support really well.

100%

of our learning disability support services achieved a 'Good' Care Quality Commission (the regulator of health and social care in England) rating, with some areas assessed as 'Outstanding'.

Our service managers were instrumental in driving high standards of support.



“

People received kind and compassionate care. Staff protected and respected people's privacy and dignity. They understood and responded to their individual needs and preferences. People were supported to be involved with their local community, including attending places of worship and community groups. One person had multiple needs including sensory needs. They had an individual way of communicating, using body language, sounds, and sign language. Staff knew them well and had the skills to support them with communication. We observed staff to have a caring, gentle approach. People were clearly comfortable and reassured by the staff.

– Extract from a CQC inspection report from one of our services

”



Our Positive Behaviour Support (PBS) approach, which meets the high standards set by the British Institute of Learning Disability and the Restraint Reduction Networks, continued to enable us to provide the very best care and support. Our PBS approach focuses on understanding challenging behaviour and tailoring support in response.



In all our services, we have a Quality of Life Champion. Our Champions meet regularly with our central PBS team to learn new skills and strategies to improve the quality of life for the people they support. In 2023, our Champions focused on communication, relationships, and positive risk-taking. Thanks to their great work, the people we support have made new friends, started new hobbies, and redesigned their support plans.



We proudly organised and hosted a vibrant Summer Fiesta and a heartwarming Christmas Carol Concert to bring people together along with their Support Workers. These events were a resounding success, thanks to the enthusiastic participation and creative contributions of those in our services. Their dedication helped make these gatherings truly special and enjoyable for everyone.



It's amazing to have my own independence. I can make my own choices. I get very good support here. I love all my Support Workers, and the Deputy Manager and Manager. My Keyworker's fab as well. I love everyone here."

- Jessica



Social landlord of supported housing



We supported
502

tenants and shared owners, for whom we are the landlord or act on behalf of another landlord, to live independently and well in their own homes and local community.



Tenant Satisfaction Measures

The Tenant Satisfaction Measures (TSMs) have been introduced by the Regulator of Social Housing in England as a means of assessing how well landlords are doing in providing good quality homes and services.

To gain feedback on our performance as a landlord, we shared a survey with our tenants over the summer of 2023. This is what they said:

- 79% of respondents reported that they are satisfied with the overall service from Southdown.
- 76.1% of respondents who have received a repair in the last 12 months reported that they are satisfied with the overall repairs service we provide.
- 75.6% of respondents who have received a repair in the last 12 months reported that they are satisfied with the time taken to complete their most recent repair.
- 81.5% of respondents reported that they are satisfied that their home is well maintained.
- 84.1% of respondents reported that they are satisfied that their home is safe.
- 77.4% of respondents reported that they are satisfied that Southdown listens to their views and acts upon them.
- 72.6% of respondents reported that they are satisfied that Southdown keeps them informed about things that matter to them.
- 85.2% of respondents reported that they agree that Southdown treats them fairly and with respect.
- 55.3% of respondents who reported making a complaint in the last 12 months are satisfied with Southdown's approach to complaints handling.
- 76.1% of respondents with communal areas reported that they are satisfied that Southdown keeps communal areas clean and well maintained.
- 66.1% of respondents reported that they are satisfied that Southdown makes a positive contribution to the neighbourhood.
- 66.7% of respondents reported that they are satisfied with Southdown's approach to handling anti-social behaviour.

You can download and/or read our full Tenant Satisfaction Measures Report 2023-24 document at: www.southdown.org/how-we-help/housing



Overall, the feedback from our tenants compares well with other housing providers. We will use this feedback to develop what we do, in particular exploring how we can improve in areas that achieved lower satisfaction responses.

Please note: 'Neutral' responses from tenants were not counted as positive, as requested by the Regulator, reducing the percentage of positive results.

Providing safe and secure homes



Ensuring the safety and wellbeing of our tenants is our top priority. We take great pride in maintaining the highest safety standards for all our properties.

- We reported 99.8% compliance with the Decent Homes Standard, the social housing benchmark for what tenants should expect from their home, making sure it is safe, warm, and decent.
- We reported 100% compliance in our Tenant Satisfaction Measures Report for Gas Safety, Fire Safety, Asbestos Management, Legionella Safety and Lift Safety.

More information is available on our website at:

www.southdown.org/how-we-help/housing/safeandsecurehomes/

Personalised support



As a small, supported housing provider, we provide our tenants with a personalised Housing Management service.

- Typically, we have around 50 tenants for every 1 member of Housing Management staff.
- 23% of our 502 tenants received additional support from our learning disability support services.
- 12 tenants were successfully supported to move on to independent living, enabling us to use our supported housing for other people that need it.

The support we provide for our tenants is award-winning; take a look at page 24 for details on the awards we won in 2023.



Sustainability



Of our 226 properties that need EPC energy ratings, 150 (66.4%) of them are rated C or above. Five of our properties were moved from D to C in the past year. C rating indicates that a home was built using energy efficient building methods or one that underwent renovation work aimed at increasing its energy efficiency – it indicates the home is between 69 and 80% energy efficient. The average home is between 55 and 68% energy efficient. A good EPC rating helps to keep energy bills lower.

In Worthing, we installed cutting-edge solar panel technology in our Southdown Steps accommodation and housing support service for people who have been homeless or living in temporary or supported accommodation. The technology will provide energy saving for each of the individual flats (rooftop solar has previously not been accessible for flats, only standalone homes).



Going the extra mile

One of our Housing Officers, Clive, received a deeply touching card from the family of a tenant who had sadly passed away. Clive had visited the tenant in the hospital, where he was receiving end-of-life care. The tenant who had lost contact with his family agreed to Clive's offer to locate them to see him in hospital. Clive successfully reunited the tenant with his family, allowing them to say their goodbyes before he passed. The family's heartfelt card expressed profound gratitude for Clive's kindness and effort in making this reunion possible.

Homelessness prevention and support



We supported
1,877

people* at risk of homelessness and sleeping on the streets through our six accommodation and housing support services.



In our Homelessness prevention and support services

23%



Our **Brighton & Hove Transition and Resettlement service** completed 3,190 support visits (23% increase year on year) and 3,716 video/phone calls to people (18% increase year on year). 85% of people supported reported an increase in health and wellbeing at the end of support, and 87% had increased their involvement in the community and local groups. The service supports people to transition from rough sleeping, mental health supported accommodation, or emergency accommodation, or former clients who are struggling to live independently, to successfully settle into independent accommodation.

75%



Our **Discharge to Assess service** in Brighton and Hove has empowered 75% of individuals in our care to successfully transition from hospital wards back into their local communities. This service provides a short-term, personalised support and housing package for those ready to leave mental health inpatient settings. Delivered by Southdown in partnership with Brighton and Hove City Council and Sussex Partnership NHS Foundation Trust, it is a testament to our team's commitment to helping individuals regain their independence and reintegrate into society.

85%



Our **Pathways Home service** in West Sussex provided support for 323 people* (22% increase year on year) who were either at risk of homelessness or living in temporary accommodation. 85% of those who completed support were supported to stay in their existing accommodation or to find new accommodation.



1,074 people* were supported by our Rough Sleeping Initiative and Complex Needs Homeless Service providing support across East Sussex.

The three elements of this team work within a wider Multi-Disciplinary Team to provide wrap around support for people who are homeless, living in temporary accommodation or moving into accommodation following a period of homelessness.

- The **Outreach team** engage with people who are rough sleeping through early morning street outreach sessions and provide the crucial initial contact and pathways into support services and accommodation.
- The **Move On Team** support people who are living in temporary accommodation following a period of homelessness. Their support aims to prevent people returning to rough sleeping and to successfully move on to suitable, longer term housing.
- The **Housing First Team** offer intensive support to people with multiple and compound needs to sustain accommodation and engage with a range of specialist services.



Awards

We aim to lead best practice in the services we deliver and be an excellent employer.



We were recognised by the national Affordable Housing Awards as the Best Supported Housing Landlord. We were also 'highly commended' in the coveted Landlord of the Year award category which we were also shortlisted for too. Recognising excellence in UK Housing, the Affordable Housing Awards identify the social landlords, charities and partners, who work with their communities to deliver great outcomes for tenants and residents.



We proudly accepted the 'Most Innovative Mental Health Intervention' award at The Mental Health Awards 2023 in recognition for of our partnership-driven and recovery-focused community mental health services across Sussex. Southdown was chosen as the winner from an outstanding group of national shortlisted organisations; a testament to the fabulous support our mental health services' team provide to thousands of people every year.

Awards



Alice Brookes (pictured left), Bank Peer Tutor at our mental health Recovery College, was awarded the winner of the British Association of Supported Employment (BASE) David Grainger Award. The BASE Awards highlight best practice taking place across the UK using the supported employment model to change and enrich the lives of disabled, neurodivergent and disadvantaged people through good employment. The David Grainger Award is presented to a disabled person who inspires other people to have high aspirations in employment, who has changed perceptions around what disabled people can achieve or how they have progressed in their chosen career.

We were recognised as a Top 30 Family Friendly Employer in the UK for the 11th year in a row. Employers large and small from across the public, private, and third sectors compete annually to gain a coveted place on the charity's list of Top Employers for Working Families.



How we did it



85%

of staff are proud to
work for Southdown

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.

About us

- On average, there are 850 employees working across Southdown.
- Our employees are aged between 18 and 79.
- 1 in 3 of our employees are carers for disabled or elderly relatives/loved ones or children outside of work.
- Employees stay with us for an average of 7 years.
- 23% of our employees have been with us for 10 years or more.
- 1 in 6 of our employees are disabled or have a long-term health condition.

“

I've had amazing experiences at Southdown.

I started working at Southdown as a Support Worker at a Learning Disability Supported Living service. I wanted a career where I felt I was doing something worthwhile.

After a few years, I gained experience by moving to other services. I then moved on to be part of the Positive Behaviour Support team, which led me to apply for a Service Manager position. After eight years in this role, I recently started a new one managing the Staying Well mental health services in Brighton & Hove and East Sussex.

In the 15 years I've worked here, my favourite things about Southdown are seeing clients' personal development, and that they encouraged me to work across many different services. I'm proud of Southdown's reputation and its commitment to supporting people.”

- Mark



Our team

Investing in our employees

- We gave employees a pay rise ensuring everybody's salary is above the real living wage.
- We delivered a 0% gender pay gap (comparing the median hourly rate of pay for men and women). This means that our male employees earned no more than our female employees.
- We signed the Age-friendly Employer Pledge, a nationwide programme run by the Centre for Ageing Better.
- We embedded our Southdown Voice network of opportunities for employees to have their say and influence how we do things. This includes our Southdown Assembly (supporting our senior management team in their decision making), Community Voice (bringing employees' opinions to the attention of senior leaders), Equality, Equity, Diversity and Inclusion Leadership Group (directing our EDI activities), a growing portfolio of employee led networks, and engagement surveys.
- We developed and rolled out training on our bespoke psychologically-informed framework, the Southdown Beacon, for all employees (see next page for more information).
- We provided a cohort of managers with a personalised development plan to pilot our new management development programme.

In an annual satisfaction survey, employees told us

85%

Are proud to work for Southdown

88%

Are motivated to do their best work

79%

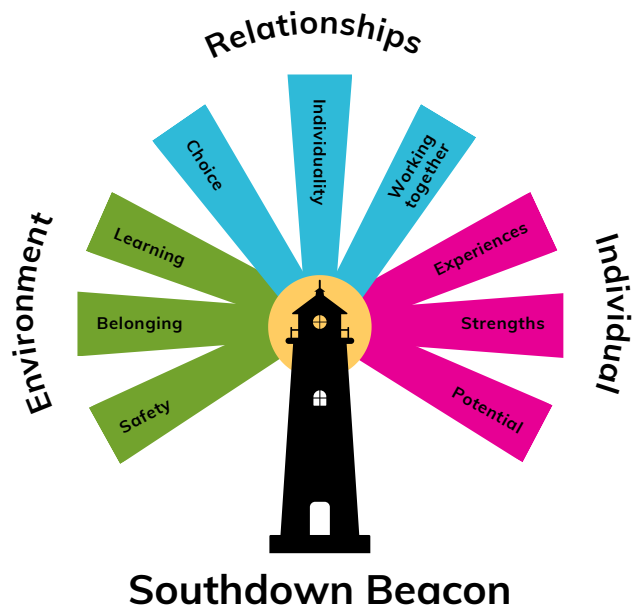
Would recommend Southdown as a great place to work

Southdown Beacon

In 2023, we launched our new bespoke psychologically-informed framework. Called the Southdown Beacon, it pulls together common themes from good practice approaches we use in our work into a single framework.

The Southdown Beacon acts as a guide to inform our work with people we support, how we work with one another, and how we support and manage our employees. It equips colleagues with the skills and knowledge to recognise and respond to people's psychological needs.

As shown opposite, The Beacon comprises of three domains; **Environment, Relationships and Individual**, with nine 'beams'; each of which focuses on a specific element of being psychologically-informed.



The framework was co-produced and piloted over 18 months with input from colleagues and people who access our services. It has been reviewed by an external psychologist, providing additional assurance and quality benchmarking.

To embed the framework, we have developed introductory eLearning and are in the process of developing further eLearning focusing on each of the three domains. In addition, we have employed a dedicated Reflective Practice Facilitator.

As we embed the Southdown Beacon, we are using it to inform what we do – from direct work with people we support and our tenants, to referral processes, policies and procedures, team working and HR processes. It is also woven through our learning and development offer.

Neil Blanchard, our Chief Executive, says, "We're incredibly proud of the Southdown Beacon, which has been created specifically for us, by us. Being psychologically informed means that we take into account the psychological and emotional needs of clients, tenants and colleagues in all that we do. This supports us to be our best at work and deliver great support."

“All organisations need to strive for continuous improvement and Southdown is no different. We were delighted that this new way of working contributed to the receipt of two prestigious national awards; Supported Housing Landlord of the Year 2023, and the 'Most Innovative Mental Health Intervention' accolade at the Mental Health Awards 2023.

– Pauline Ford, Chair of Southdown's Board

Partnership working

At Southdown, we are committed to working in partnership to meet the needs of our local communities. By working inclusively, collaboratively, and generously, we work with our partners to create innovative, lasting solutions that benefit everyone involved.

- **Inclusivity:** we involve everyone who has a stake in the outcome and listen to and value each partner's input.
- **Collaboration:** we work as part of a team to spark new ideas and make problem-solving more effective and efficient.
- **Generosity:** we willingly share our time, expertise, and resources.

“Southdown is a great example of an ‘anchor organisation’ because they are physically rooted across Sussex and use their assets in partnership with local health and care providers to strengthen communities. Sussex Partnership NHS Foundation Trust (SPFT) have partnered with Southdown on a range of initiatives that are improving the lives of people in Sussex who have mental health issues and learning disabilities.

- Chris Harris, Associate Director of Housing at Sussex Partnership NHS Foundation Trust

Perceptions research

We're proud of the relationships and networks we have developed since we were established over 50 years ago. However, we know there is always more we can do to work together to best support the local communities across Sussex we exist to serve.

As such, in June 2023, we conducted research with commissioners of our services, our partners and the wider Voluntary, Community and Social Enterprise (VCSE) sector to ask for feedback on how we do things; what works well and where we can improve.

Key insights from the research included:

- Southdown is known as a big, professional, reliable, caring VCSE lead provider.
- Southdown has a high level of visibility in the sector.
- Southdown is seen as a great partner - but people know less about employee and client experience.
- Some people want to see Southdown speak up more.

Following the research, we identified five actionable opportunities to develop what we do and be the best partner we can be.

Sector impact

We are committed to supporting the development of the supported housing, care and support sectors to enable those most in need across Sussex to live well.

Development of community mental health across Sussex:

- Neil Blanchard, our Chief Executive, is an elected representative supporting delivery of the Sussex Health and Care Partnership (Sussex's Integrated Care System) Mental Health Community Transformation Programme. The Programme aims to radically transform and improve primary and specialist community services, moving away from siloed, hard-to-reach services towards joined-up care and whole population approaches. Through this role, Neil, and other Southdown colleagues, represent the Voluntary Community & Social Enterprise (VCSE) sector in Sussex wide (System) and local (Place) governance structures and task and finish groups.
- Neil is also a founding member of the East Sussex VCSE Alliance where he acts as a Mental Health Strategic Rep. In addition, he is chair for the Sussex Mental Health VCSE Strategic Leadership Group. This group is formed of all the VCSE mental health representative across Sussex, aiming to promote and expand the role of the VCSE in helping shape and deliver non-clinical mental health services across Sussex.
- Southdown also host the Brighton and Hove and East Sussex VCSE Mental Health Transformation Lead role (Martin Dominy) who coordinates new VCSE Mental Health Networks for Brighton and Hove, and East Sussex.

"I passionately believe that through such involvement, together, we can ensure that services for our clients and wider communities will improve."

- Neil Blanchard, our Chief Executive

Protecting future funding for supported housing

We also play an active role to support the work of the National Housing Federation with Jim Aspdin, our Director of Housing and Assets, chairing the South East Supported Housing Group.

Equality, equity, diversity and inclusion

We believe that everyone has the right to live well regardless of their background, experiences, personal identity, or disabilities. We are committed to providing people who access our services, our tenants and our employees with the resources, support, choice, and control necessary to achieve their full potential. And we create an inclusive work culture where difference is celebrated, voice is encouraged, and co-production is a natural way of working.

Our Equality, Diversity and Inclusion (EDI) framework 'This is Us' describes our EDI commitments.

You can download and/or read this document on our website at:

www.southdown.org/about-us/equality-diversity-inclusion

You can also download and/or read our Gender Pay Gap Report 2023 on our website at:

www.southdown.org/about-us/plans-reports

EDI in Southdown



The figures

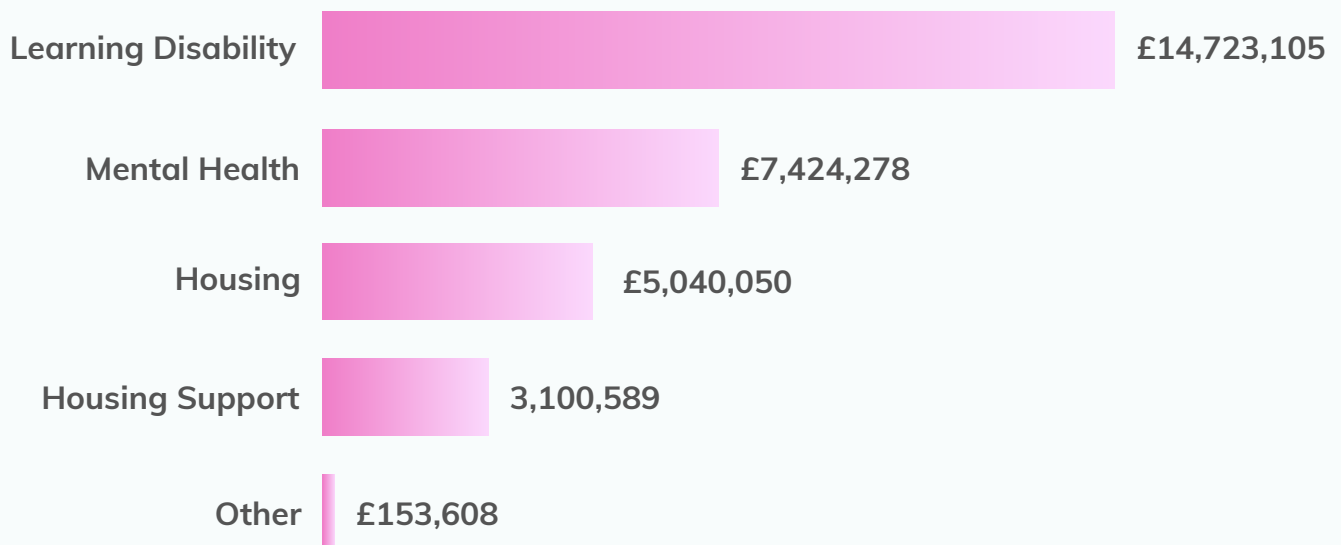
We aim to be a robust, professional, and efficient business, committed to delivering value for money.

Our income sources



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

Our total income: £30,441,630



Looking ahead

Strategic priorities

Following a review in 2023 we agreed four longer-term strategic priorities for 2023-2028:

1. Voice (clients, colleagues & sector)

Create opportunities to express opinion, respond and influence.

2. Growth in partnership

Expand the role of Southdown as a sector leader in delivery of community support services and housing.

3. Income generation

Develop profitable income streams to enable us to have greater autonomy in achieving our mission.

4. Digitally enabled care and support services

Modernise ways of working to improve systems, data insight, integration, connectivity and client experience.

Business objectives

In addition, Southdown has six business objectives that describe how we will deliver our business to fulfil our mission. They also act as the basis for our goals that we measure our success against.

1. People (colleagues)

Be an exceptional employer, maximising pay and development opportunities.

2. People (clients & tenants)

Provide exceptional and responsive services to our clients and tenants.

3. Assurance

Operate safely and meet regulatory standards.

4. Growth

Develop partnerships to expand services offered.

5. Finance

Maintain long-term financial security.

6. Efficiency

Modernise ways of working to reduce overheads and improve experience.

Our Business Strategy for 2023-28 is available to download and/or read on our website at: www.southdown.org/about-us/plans-reports/

We are currently reviewing our strategy with the aim to relaunch in early 2025.

Thank you

We want to give a big thank you to our local authorities and NHS partners for your continued support. Building strong and lasting relationships with you helps us work together for the benefit of our clients.

Our main commissioning partners who we work with include:

- Adur District Council
- Brighton and Hove City Council
- Crawley Borough Council
- Department for Work and Pensions
- Eastbourne Borough Council
- East Sussex County Council
- Hastings Borough Council
- Horsham District Council
- Lewes District Council
- NHS England
- Primary Care Networks across Sussex
- Rother District Council
- Sussex Health and Care Partnership
- Sussex Partnership NHS Foundation Trust
- Wealden District Council
- West Sussex County Council
- Worthing Borough Council

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, community and social enterprise (VCSE) sector organisations we've worked with.

In addition, we'd like to thank our employees and volunteers. The continued success of Southdown is only possible due to the amazing people we have working with us and their unwavering hard work and dedication.

Thank you.



How to contact us

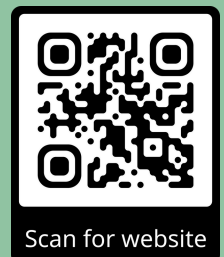
We want to hear from you

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.

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Email: info@southdown.org



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