

London Borough of Southwark

Adult Social Care

Business Plan 2023 – 2028



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Foreword

Southwark's Adult Social Care is committed to helping our residents feel **safe** and **secure** within their home and community, and are able to remain **independent** for as long as possible.

With this in mind, I am very pleased that for our **new Business Plan** which will run from **2023 to 2028**, we have been able to consult with users of our services, their carers, people who may at some point in the future need some support, and our staff/partners in social care and health that provide those services **to find out what really matters**. I believe that this makes our pledge to providing **meaningful support** at the right time a strong reality.

Thriving communities **improve the quality of life** for our residents and help to **reduce health inequalities**. The borough has some ambitious plans and a strong vision as detailed in **Southwark 2030**, and Adult Social Care will support those plans with what people have told us. This plan offers a solid foundation, where people can live **healthy, caring, inclusive lives** and where everyone's well-being is supported and our **differences are respected**.

Looking back and moving forward would not be complete, without reflecting on the size of the challenge that Adult Social Care, our system partners and public sector has faced over the past two years, starting with the pandemic, and now the impact of the cost of living crisis on many of our residents. Despite this, our promise is that the most vulnerable in our society will continue to **get the help they need**.

Adult Social Care will continue to work with our partners across health and the voluntary sector in creating **new ways of doing things**, which allow people to live independent lives, in their own community, regardless of the challenges.

We will continue to have conversations with residents and communities, that support us to **understand the obstacles** faced and to work together to support people to stay active and independent regardless of their age, disability, or health conditions. There is a **wealth of knowledge** and **experience** in our communities, and with our partners that will help to deliver this plan for the next 5 years.

I would like to thank our partners, care providers, community sector and all our staff, who have worked tirelessly to deliver care and support to the most vulnerable in our community over the last few years and into the future.



Pauline O'Hare
Director of Adult Social Care

Context

The **Council Delivery Plan** sets out our priorities and commitments to the people of Southwark from 2022 until 2026. We are dedicated to making our borough **fairer**, **greener** and **safer** for all our residents.

We are developing the **Borough Plan for Southwark 2030**, talking to local people and businesses about their **hopes** and **ambitions** for the borough. We want to work together to **overcome barriers** and deliver the **best services**.

The council's vision is to create a **Fairer Future for all** in Southwark. Our residents are at the heart of everything we do and they have helped us to form **our values**;

- Treating residents as if they were a valued member of our own family.
- Being open, honest and accountable.
- Spending money as if it were from our own pocket.
- Working for everyone to realise their own potential.
- Making Southwark a place to be proud of.
- Always work to make Southwark more equal and just.
- Stand against all forms of discrimination and racism.

Southwark council is one of the members of the **South East London Integrated Care System**. We have joined forces with six local authorities to tackle health and social care needs in the South East region.

We are also part of **Partnership Southwark**, working together with the NHS, voluntary organisations, and the community sector to improve the health and well-being of the local population.

Southwark Stands Together is our response to the inequalities exposed by COVID-19 and the events of 2020, as articulated by the Black Lives Matter protests.

We have developed five **anti-racist pledges** in our commitment to becoming an anti-racist organisation. We pledge to;

1. Promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.
2. Listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels.
3. Address and prevent structural racial inequalities and structural racism within our organisation, to organisations we partner with and within the service we deliver.
4. Champion organisations that address racial injustices and organisations that promote equality and diversity.
5. Ensure that people of all backgrounds can rise to the top of the organisation.



Our vision and principles

The vision for Adult Social Care is;

Delivering a better quality of life in Southwark together.

We are committed to principles of the **Care Act 2014** and meeting our obligations set out by the Care Quality Commission. We will;

1. Support our residents to remain **independent** and improve or **maintain wellbeing**.
2. Seek to **prevent, delay** and **reduce** needs.
3. Work with the **South East London Partnership** to understand diverse health and care needs of people and our local communities, so care is **joined-up, flexible** and supports **choice and continuity**.
4. **Collaborate** and work in **partnership** with residents, the voluntary sector and providers, so our services work seamlessly for people. Sharing **information and learning** with partners and collaborate for improvement.



Your views – you said, we did

To develop this business plan, we engaged with over 200 people from the local community, seeking their insights on the future of Adult Social Care.

We gathered views, experiences, and future aspirations from staff, residents, unpaid carers, providers, and partner organisations.

We ran an online survey and held workshops and interviews with the following organisations:

- Link Age Southwark
- Queen's Oak Care Home
- RMUK Wellbeing (Led by people of African heritage and Rastafari faith)
- Joint Southwark and Lambeth Mental Health Carers Forum
- Southwark Ageing Well Hub
- Southwark Independent Voice
- Southwark Wellbeing Hub
- Stones End Day Centre
- Supreme Homecare
- Time and Talents
- Yalding Healthy Living Service

We listened to staff, partners, and residents, including unpaid carers, older people, and those with disabilities and mental illness. We will continue to engage and gather feedback the local community, particularly reaching out to underserved groups.

You said

"We want clear and up to date advice and information."

"We want practical help for people who cannot leave their homes."

"We want simple processes and systems."

"We want faster financial assessments."

"We want clear roles and responsibilities between housing and social care."

"We want to promote staff health and wellbeing."

"We want more time for training."

We did

Following what we heard, we identified five key themes which we will focus on over next five years.

1. Access to information and advice
2. Cost of living and care costs
3. Housing and social care needs
4. Challenges working together
5. Workforce development

Our priorities

We developed our priorities for 2023 to 2028 in line with the Care Quality Commission (CQC) Assessment Framework for Local Authorities.

We aim to;

1. Improve the way we work with residents

Assess and support people to maximise their independence, choice and control, help them to maintain wellbeing and live healthier lives, and reducing future needs for care and support. Seek out and listen to people who are most likely to experience inequality and provide tailored support.

2. Improve the way we provide support

Collaborate and work in partnership with the South East London Partnership, providers, other departments, and community organisations; so that our services are joined up, flexible and work seamlessly for people. Share information and learning with partners, collaborating for improvement.

3. Ensure we provide safe and quality services

Work with people and our partners to establish and maintain safe services, pathways and transitions, in which safety is managed, monitored, and assured.

4. Further develop our workforce and leadership

Provide good governance, management and sustainable practices. Promote innovation and improvement across our organisation through feedback and co-production. Value diversity and promote equality and inclusion in everything we do.

Planning and reporting

We developed a plan for the next five years which outlines our priorities, goals, and the people responsible for delivery.

Our plan is monitored on a quarterly basis and shared with our workforce and leadership team.

We also publish a [Local Account](#) to share our progress, achievements and challenges with residents at the end of each year.

Southwark Adult Social Care 2023 – 2028 Strategic Plan

Goal	Deadline	Why this goal is important?	Sponsor	Lead
1. Improve the way we work with residents - Assess and support people to maximise their independence, choice and control, help people to maintain wellbeing and live healthier lives, reducing future needs for care and support. Seek out and listen to people who are most likely to experience inequality and provide tailored support.				
1.1 Improve access to information and advice to prevent, reduce and delay future needs	March 2025	We will empower our residents to maintain independence, providing easier access to relevant and up to date information through our websites and hubs.	Karen Crane	Elizabeth Majekodunmi
	July 2024	We will review the functions completed by Aging Well Southwark following the changes to the hub contract, to ensure delivery of timely information, advice and social care input.	Kathryn Simpson	Neil McCarthy
	January 2024	We will complete a review of the Older Person's and Physical Disabilities Team Urgent Community Response function sat with @home following the implementation in 2022. Ensuring that those who contact Social Care for an Urgent Response receive one.	Kathryn Simpson	Jar O'Brien
1.2 Explore and make better use of digital and non-digital technology to support residents and the workforce	March 2028	We will embrace digital and non-digital technology to help residents become more independent in their homes. We will equip our workforce with the necessary tools to work efficiently and effectively.	Karen Crane	Neil McCarthy and Allison Thrower
	March 2024	We will work in partnership with the Ageing Well Southwark to simplify online referrals through a new digital access point. In addition, we plan to enhance customer engagement through two-way communication via digital customer accounts in line with the Council's strategy.	Kathryn Simpson	Karen Crane and Neil McCarthy

1.3 Mobilisation of a new integrated community equipment contract	March 2028	We will successfully implement a modernised community equipment contact that brings a range on benefits to users, staff and the health and social care landscape by 2023. This will make way for community equipment service development work which will be ongoing across the course of the new contract (up to 7 years).	Karen Crane	Hannah Moorhouse
	June 2024	We will work in partnership with Southwark Monitoring and Alarm Response Team and Commissioning to plan for and move to digital telecare, prior to the completion of the analogue to digital telecare switch in 2025. In addition, we will explore how digital technology can be used further to improve / transform services and service delivery, offering proactive, predictive, preventative and personalised services.	Kathryn Simpson	Christine Jones and Alison Thrower
1.4 Deliver the Disability Hub service for residents and carers	October 2023	The service will connect disabled residents and carers with community groups and organisations. The service will also provide information, advice and support to address challenges and prevent issues from escalating. We aim to create an environment which supports residents to help themselves and build resilience.	Simon Rayner	Sean McMenamin
1.5 Establish a Disability Network	March 2025	<p>We will work towards establishing a disability network or forum that puts the Community Engagement team and other Southwark programme leads in direct contact with disabled people in our community.</p> <p>We want to enable disabled people to influence our strategies, plans, services, consultation and engagement at meaningful and effective points.</p>	Karen Crane	Communities Team

1.6 Improve the offer of short breaks provision (Short Breaks Innovation Programme)	March 2024	<p>We aim to improve the offer of short breaks provision for children and young people with special educational needs and disabilities and their families to improve familial wellbeing and resilience and support children and young people to develop their skills and reach their full potential.</p> <p>This programme will pilot new short breaks activities and integrated family support for 0-25s, helping us to better understand what does and does not work, in order to improve our local offer of short breaks.</p>	Simon Rayner	Chloe Harvey
1.7 Improve the financial assessment process	March 2024	<p>We aim to provide a fair and equitable and efficient process for assessing the contributions adult social care customers asked to pay. We will provide customers and their families with their likely, and actual, assessed charge in a timely way. Additionally, we will maximise the Adult Social Care Division's income by charging adult social service users who have been assessed as having the financial means to pay.</p>	Alex Irvine	Jake Barnes
2. Improve the way we provide support - Collaborate and work in partnership with South East London Partnerships Integrated Care System, providers, other departments, and community organisations, so our services are joined up, flexible and work seamlessly for people. Share information and learning with partners, collaborating for improvement.				
2.1 Monitor and improve our Carers offer	March 2025	<p>We will work with unpaid carers through Partnership Southwark, providers and partners to improve the quality of support. We will develop a joint dashboard to capture data for children and adult carers, implement effective communication and engagement strategies and explore new ideas through external funding.</p>	Karen Crane	Evalyne Githinji

2.2 Effective support for people with mental health needs to encourage independence	March 2025	We will enable our residents to achieve greater independence and control of their care and support. We will ensure people in placements have a clear move on plan and that this is promoted across their network of support. Our support to those in the community will encourage people to develop independence, reducing the need for ongoing or longer-term support from services.	Simon Rayner	Salil Meech Mazumdar
2.3 Support and shape the care market to promote growth, quality and sustainability	March 2024	Plans for 18+ homecare market to address the market sustainability issues through demand management and building on the council's success in relation to community-based reablement by opening bed-based reablement during 23/24. The Care at Home Provider Forum will also explore how we support the workforce to respond to the changing needs in our population.	Genette Laws	Commissioning Leads
	March 2026	Plans for a new 65+ care home to address the market sustainability issues. The development of a new nursing home will be completed by March 26.		
	March 2024	A new scheme is being built on the Aylesbury Estate, as part of a wider regeneration project. The scheme is due to have 54 extra care units and 7 units for people with learning disability. This is scheduled for completion in 2023 however the mobilisation will continue until 2024.		
2.4 Deliver the Transfer of Care Assessment Unit – Discharge to Assess and Reablement beds	October 2023	We will work in partnership with Agincare, community health and primary care partners to mobilise and operationalise the assessment unit, with a focus on outcomes for our residents.	Kathryn Simpson	Daniela Winter

3. Ensure we provide safe and quality services – *Work with people and our partners to establish and maintain safe systems, pathways, and transitions, in which safety is managed, monitored and assured.*

<p>3.1 Transform the electronic case management system</p>	<p>September 2024</p>	<p>We will ensure that Mosaic (electronic case management system) and any appropriate systems optimise the system user experience and fully utilise the systems potential to deliver the prioritised requirements of Adult Social Care.</p>	<p>Karen Crane</p>	<p>Roger Todd</p>
<p>3.2 Improve safeguarding pathways</p>	<p>September 2023</p>	<p>We recognise the need to improve how we handle safeguarding cases. We need to help residents better understand and navigate this often complicated process. By streamlining our approach, we aim to reduce timescales and provide a more efficient, person centred and effective service.</p>	<p>Karen Crane</p>	<p>David Larcher and Alex Morgan</p>
<p>3.3 Further develop the Deprivation of Liberty Safeguards business process</p>	<p>March 2025</p>	<p>We aim to reduce the time it takes to authorise Deprivation of Liberty Safeguards requests and improve cost efficiency by completing most Best Interest Assessor assessments in-house. Additionally, we aim to promote a culture change where Best Interest Assessor assessments are integrated into our day-to-day work. Our Deprivation of Liberty Safeguards priorities are focused on improving our processes to better serve care homes and residents.</p>	<p>Karen Crane</p>	<p>David Larcher and Alex Morgan</p>
<p>3.4 Develop collaborative ways of working within Adult Social Care and with partner agencies to lead to positive outcomes for residents</p>	<p>April 2024</p>	<p>We will work in partnership with South London and Maudsley NHS Foundation Trust (Older Adults Mental Health service) and third sector partners; to improve services for residents with dementia and other older adults with mental health needs, to ensure residents who are in eligible for Section 117 aftercare receive the appropriate joined up support and that the funding following their care provision. For residents with multiple complex needs that cut across Adult Social Care, we will increase joint working, training and share skills and expertise.</p>	<p>Kathryn Simpson</p>	<p>Jane Williamson</p>

4. Further develop our workforce and leadership – *Provide good governance, management and sustainable practices. Promote innovation and improvement across our organisation through feedback and co-production. Value diversity and promote equality and inclusion in everything we do.*

<p>4.1 Promote the health and wellbeing of staff and improve practice through supervision, induction and good performance management</p>	<p>March 2028</p>	<p>We will promote an open and transparent culture of learning, sharing and reflection in response to the complexity of our work. We will listen and learn from our workforce lived experience and insight to improve our working conditions. We will implement recruitment/retention and professional development strategies to attract and keep valued staff.</p>	<p>Karen Crane</p>	<p>Hannah Moorhouse and David Larcher</p>
<p>4.2 Explore ways to improve services and practice through feedback and co-production</p>	<p>March 2028</p>	<p>We will establish a Co-production Network that supports a strength-based and productive approach to delivering Adult Social Care services in Southwark. We will ensure that the user-experience and staff engagement is at the heart of service design and delivery.</p>	<p>Karen Crane</p>	<p>David Larcher and Evalyne Githinji</p>
<p>4.3 Implement new ways of performance monitoring and reporting</p>	<p>March 2024</p>	<p>We will present information in a dynamic and responsive using Power BI (a tool to present visual data), allowing robust analysis in an easy-to-use format and working towards self-service dashboards.</p>	<p>Karen Crane</p>	<p>Heena Butt</p>
<p>4.4 Further embed the principles of Southwark Stands Together, raising awareness and measuring progress</p>	<p>March 2028</p>	<p>We are committed to the Southwark Equality Framework, putting equality at the heart of everything we do. We strive towards tackling racism, inequality and injustice within Adult Social Care and in the wider community. We aim to;</p> <ul style="list-style-type: none"> • Improve awareness of equality, diversity, and inclusion through training, feedback, and workshops. • Enhance communication across the service to promote development opportunities and facilitate information sharing. • Measure the impact of our pledges and actions by identifying effective data capture mechanisms. • Develop a workforce strategy that aligns with our principles and addresses recruitment and retention challenges. 	<p>Karen Crane</p>	<p>Elizabeth Majekodunmi</p>