



# **Lewisham Adult Social Care**

Market Position Statement 2024-2030

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# Executive Summary

This statement sets out Lewisham Council's strategy for adult social care 2023-2030. It aligns with national reforms and the Lewisham Community Action Plan, offering a clear picture of current needs, market conditions, and future plans.

Lewisham faces rising demand due to an ageing population, high deprivation, and complex care needs. The Council aims to work closely with the NHS, care providers, and community partners to deliver high-quality, person-centred, and fair care.

## **Key priorities include:**

- Focusing on prevention, early support, and digital innovation
- Using neighbourhood-based and population-level approaches
- Commissioning through a mix of contract types (block, spot, activity-based)

## **Strategic goals are to:**

- Improve care quality and value for money
- Support unpaid carers
- Grow and develop the care workforce

The statement also outlines current and future needs across care areas like learning disabilities, mental health, and extra care housing. It sets clear expectations for providers on integration, outcomes, and delivering social value.

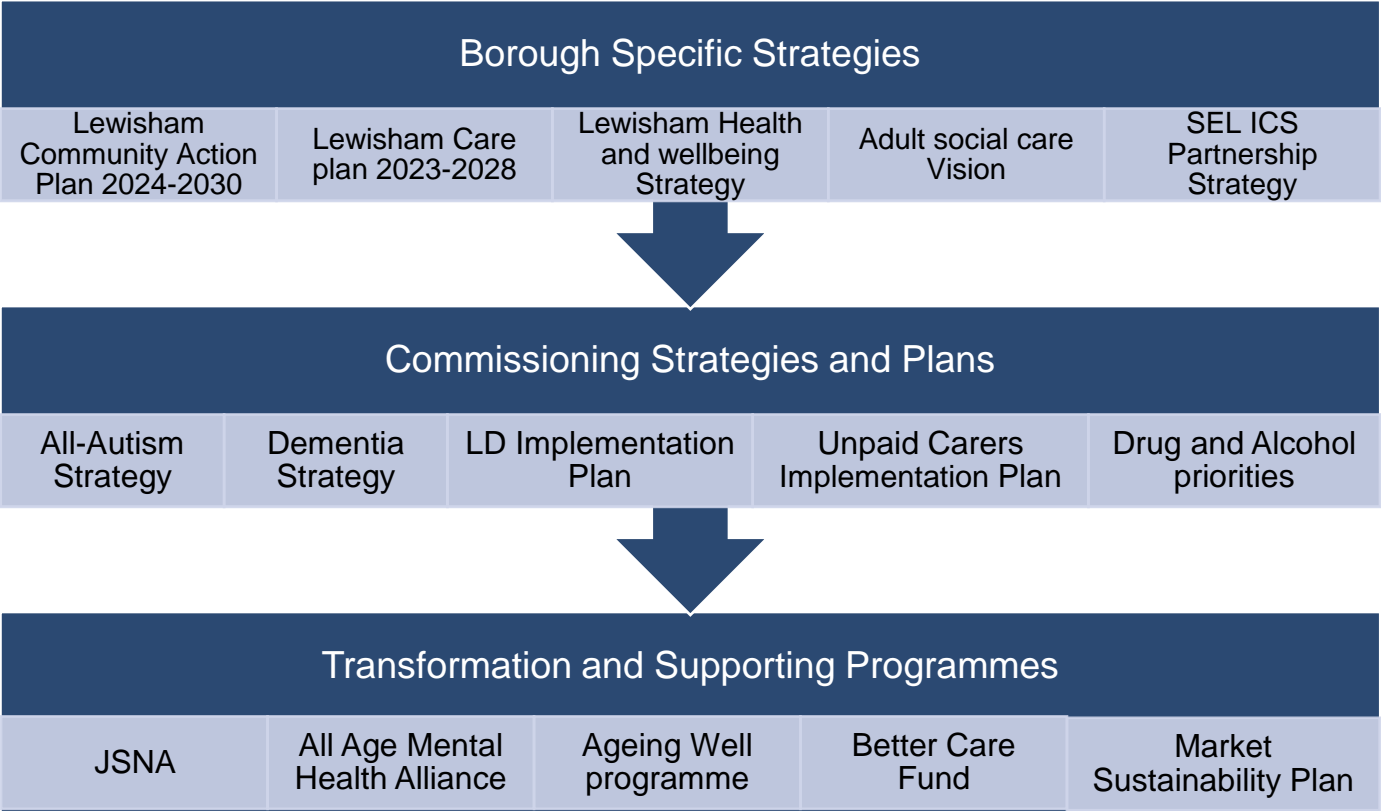
# Welcome to the London Borough of Lewisham's social care Market Position Statement (MPS)

- The Market Position Statement (MPS) outlines our current understanding of the local social care market and future service needs. A mid-term review is planned to strengthen collaboration with care providers and ensure we continue to meet residents' needs.
- We are committed to further integrating social care and health services through joint planning and engagement with partners like the Integrated Care Board (ICB), Lewisham and Greenwich NHS Trust, and South London and Maudsley Mental Health Trust. The MPS helps communicate our shared goals as an integrated care system.
- We will provide an overview of the demographic composition of our population and our changing needs that we are responding to now and in the future.
- Our approach to the MPS also aims to outline the opportunities that are available to providers, partners and stakeholders to help to develop services to meet our borough's needs.
- Our MPS outlines how we as a Council and our local market will enable residents to identify and manage their own care through preventative early intervention that is client-centred, high quality and is provided as close to the home of residents as possible.
- The MPS is a live document and will undertake annual headline review of our approach in keeping with our commitment to engagement and co-production with our communities and market.

# Our Strategic Framework

Our Market Position Statement supports the strategic direction set out in the Lewisham Community Action Plan 2024-2030.

Our core aim is to prioritise the positive experiences of residents in how we design and deliver services—focusing on people, not just systems or processes.



# Our vision and strategy for Adult Social Care

We will work with you, when you need care and support, to enable you to flourish and live your life to the full. We will do this by:



Working with you to maximise your independence and wellbeing, protecting your right to live in safety and reducing future needs where possible.



Working with our partners and local community to deliver joined up, sustainable, integrated care and support, focusing on your unique skills, strengths and goals.



Focusing on innovation and improvement, in readiness for CQC and wider adult social care reforms.



Developing, supporting and motivating our workforce so they can offer the best care and support.



Ensuring the best use of our resources to deliver efficient and equitable care and support.

# How we commission

## Our Commissioning approach

Having established and retained an integrated commissioning approach, our overriding principle continues to be that we work across our statutory and strategic partnership to use our collective resources to deliver good outcomes, high quality provision and value for money.

- **Good outcomes** – Co-design services with residents and communities to ensure they are effective and continuously improving.
- **High quality services** – Develop a market with a range of ‘good’ providers and services that are valued by our residents as responsive, meeting needs and outcomes.
- **Value for money** – Commissioning so that we deliver the best price, savings, use of resources and social value
- **Social value** – All of the Council's providers are expected to demonstrate benefits beyond the benefit of the services they provide, such as volunteering opportunities for local residents or borough-based recruitment initiatives.
- **Early intervention/prevention** – To include, facilitate and enable activity aimed at reducing the development of a problem that is already evident, preventing problem development and bringing the right health and social care skills at the right time to support residents proactively.

# How we commission

## Our commissioning priorities

1. Enabling residents to remain at home for as long as possible
2. Increasing the proportion of spend and resource on prevention and early intervention
3. Improving the quality and efficiency of services through service redesign and transformation
4. Promoting Health, Care and Support as a career of choice
5. Embedding coproduction across the work of the division
6. Facilitating digital solutions for our population's health and social care needs
7. Enabling a vibrant and sustainable market
8. Reducing inequality across health and social care

## How we deliver

We use a population-based approach to commission both social care and health services, focusing on the whole borough, specific client groups, and neighbourhoods (each serving 50,000–100,000 residents).

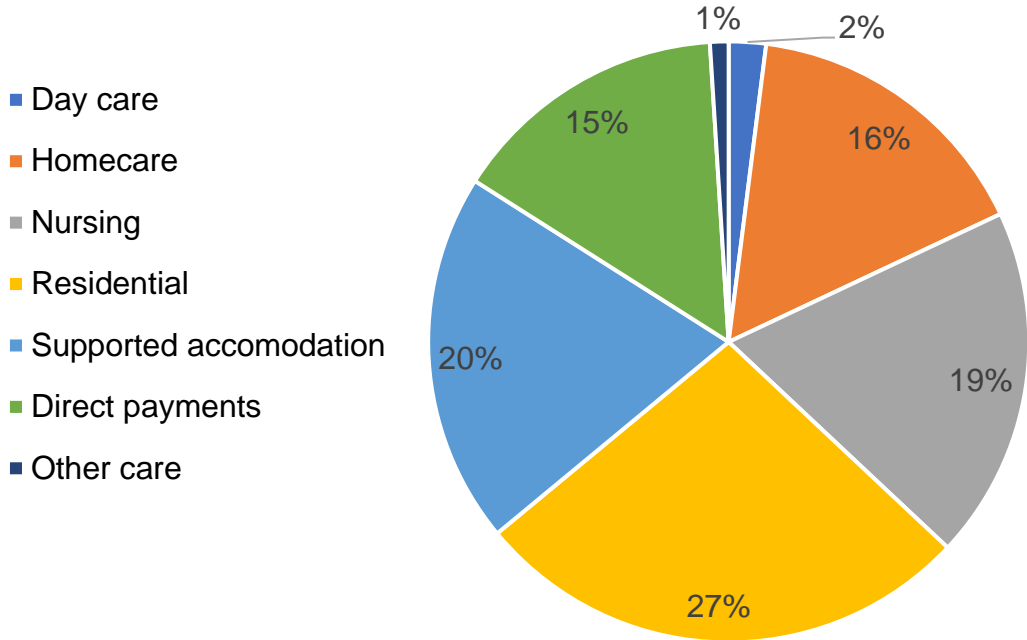
At the neighbourhood level, we expect providers to align their services with integrated delivery models. This also applies to out-of-borough services, which must reflect the same principles to ensure consistent support for Lewisham residents.

We use a mix of contract types—block, activity-based, and spot purchasing—to maintain a diverse, flexible, and responsive care market.



# Managing our income and costs – spend profiles

Care spending by setting



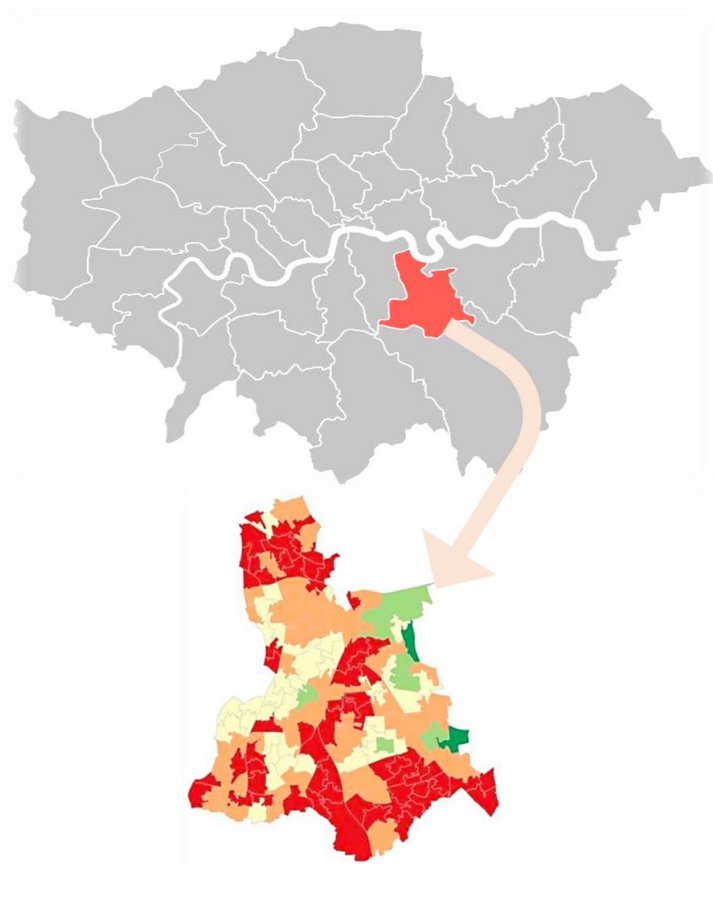
Outrun (23/24)	£
Day Care	2,227,595.68
Homecare	17,983,395.47
Nursing Homes	21,468,529.28
Residential Homes	31,136,281.17
Supported Accommodation	22,372,542.89
Direct Payments	16,949,583.22
Other Care	805,214.56
Total POC	112,943,142.27

We focus on ensuring value for money and equity by managing demand at the front door and for those transitioning from children’s services, using panels to ensure the most appropriate support is put in place, challenging provider costs where appropriate using CareCubed, which benchmarks costs nationally.

# Our Population

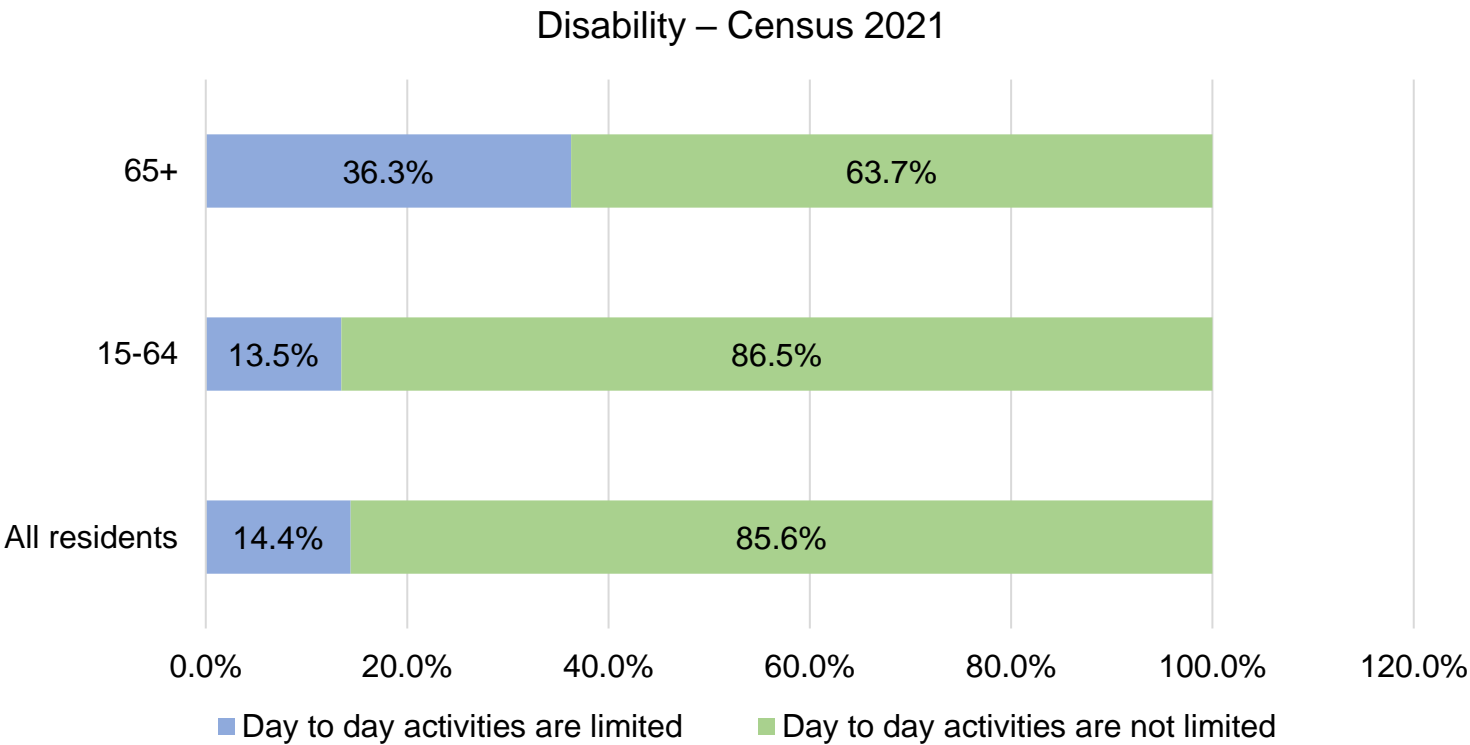


# Introduction to London Borough of Lewisham



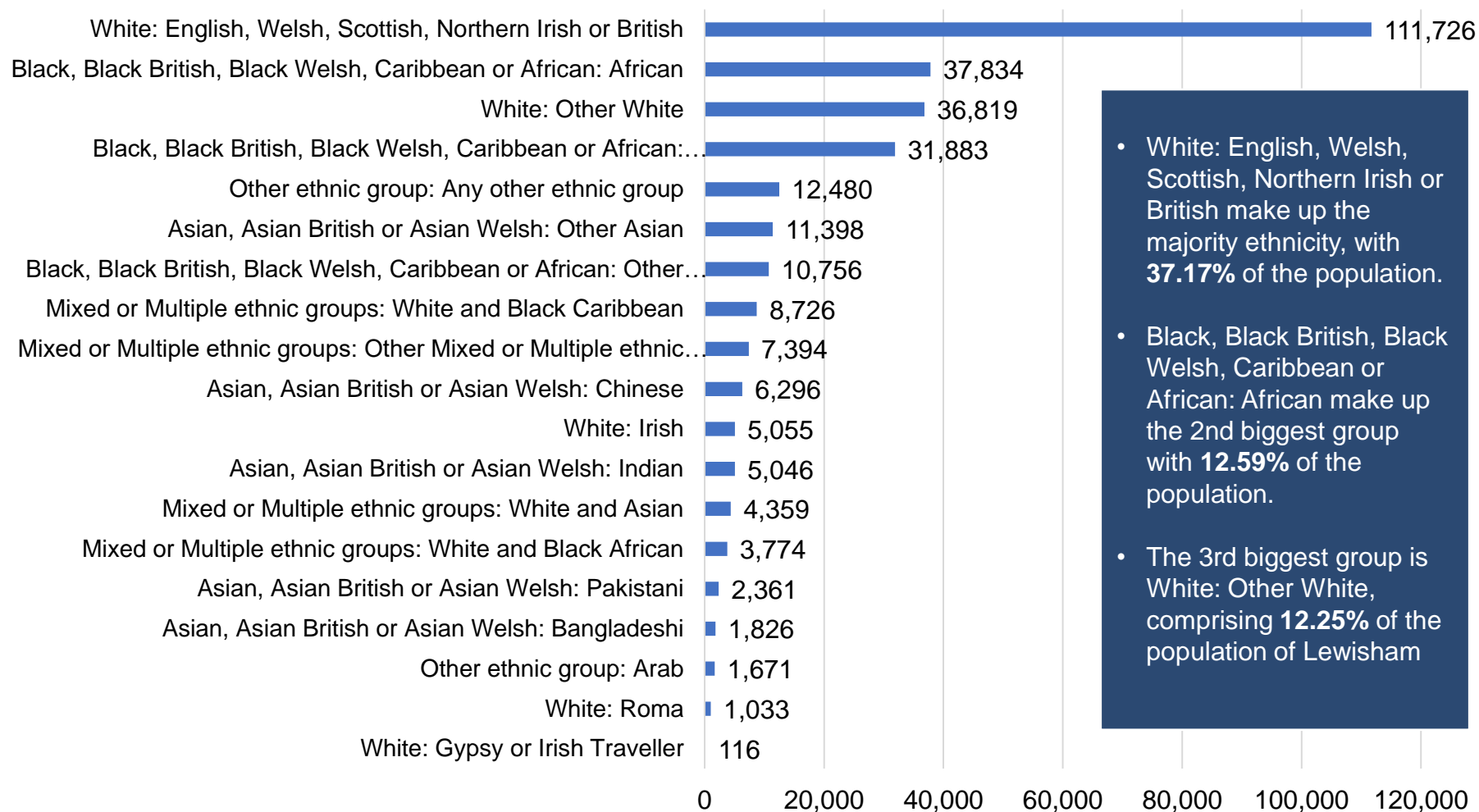
- Lewisham is the 14th largest borough in London by population size with a total population of 300,600.
- A culturally diverse borough which is home to residents of more than 75 nationalities.
- It is the 7th most deprived borough in London. Deprivation is high in the north and south of the borough.
- Male Life Expectancy at Birth (2018-20) is 77.7 years.
- Female Life Expectancy at Birth (2018-20) is 82.4 years.

# Introduction to London Borough of Lewisham



Source: [JSNA- Picture of Lewisham](#) and [Public health profiles - OHID \(phe.org.uk\)](#)

# Ethnicity profile of Lewisham from Census 2021

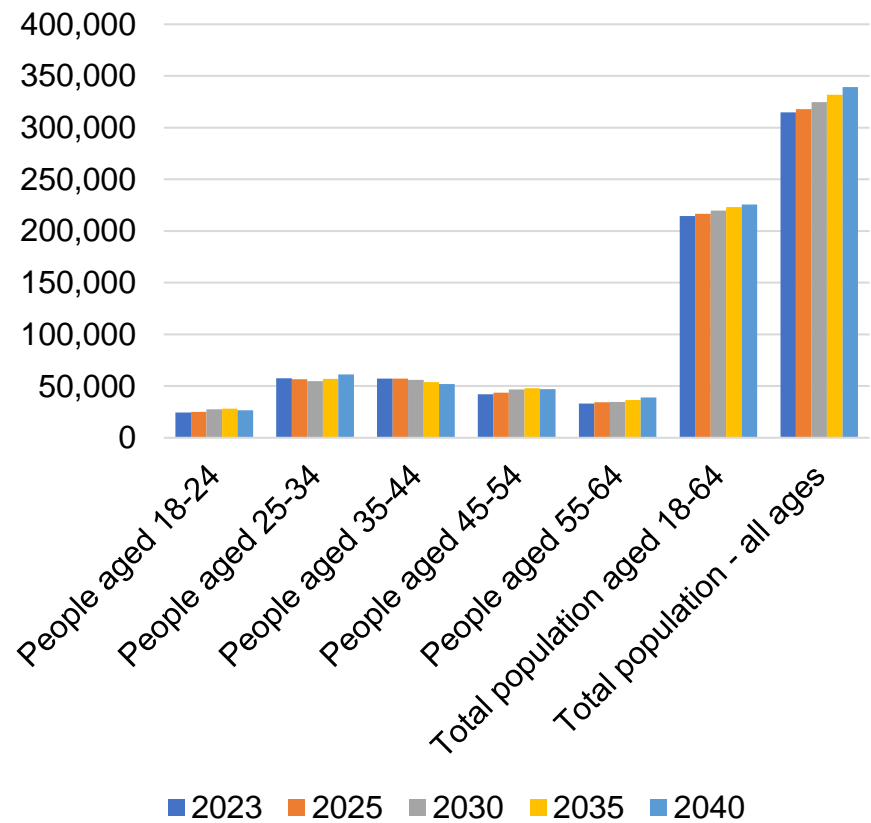


**Existing and  
future demand**

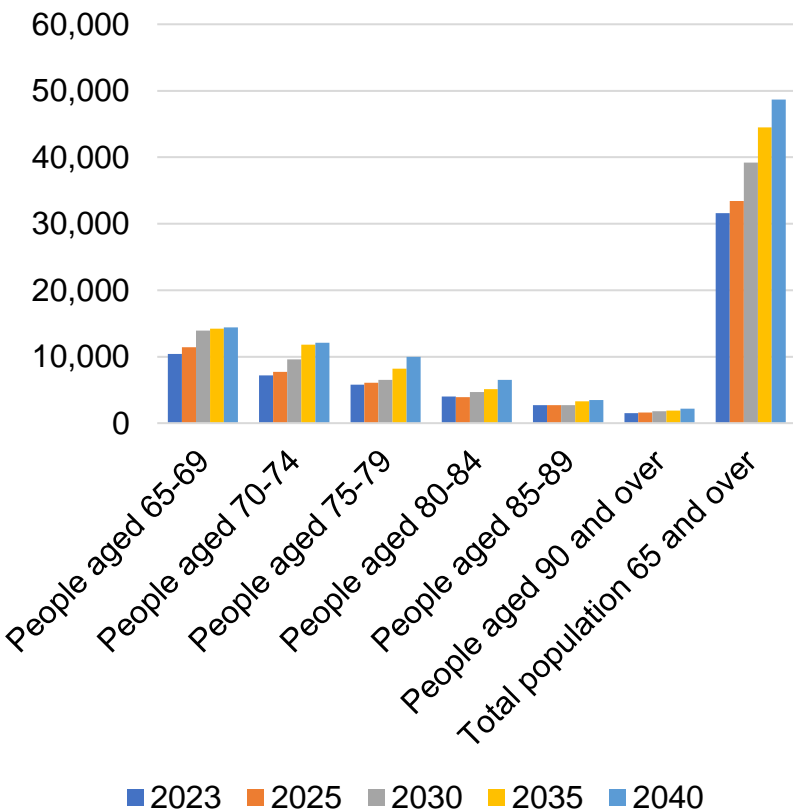


# Projections for Lewisham

Population projections for those of working age by age band and total



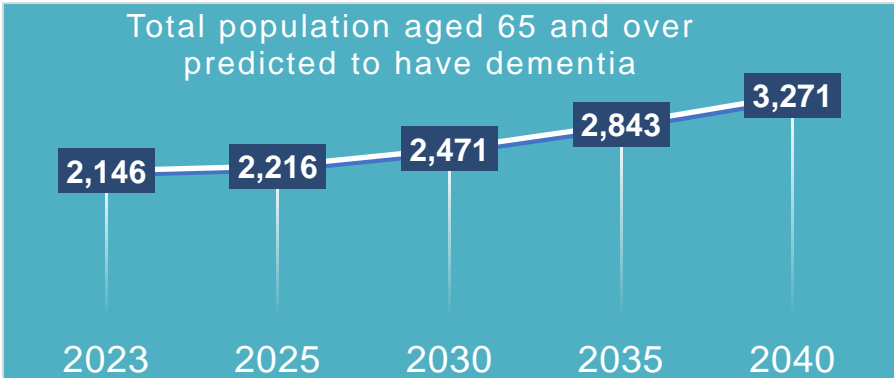
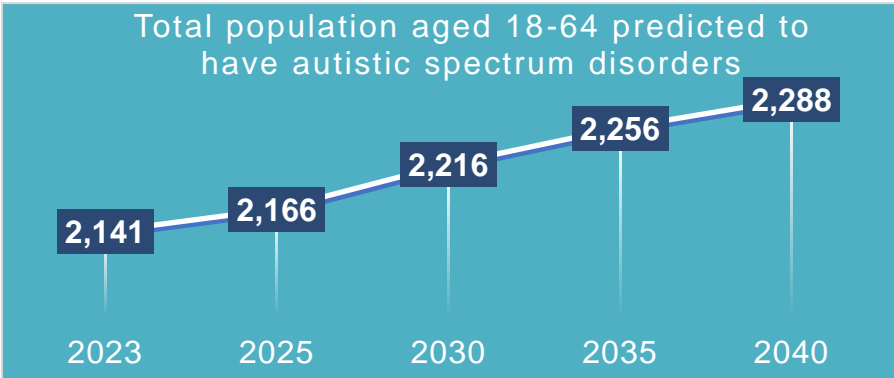
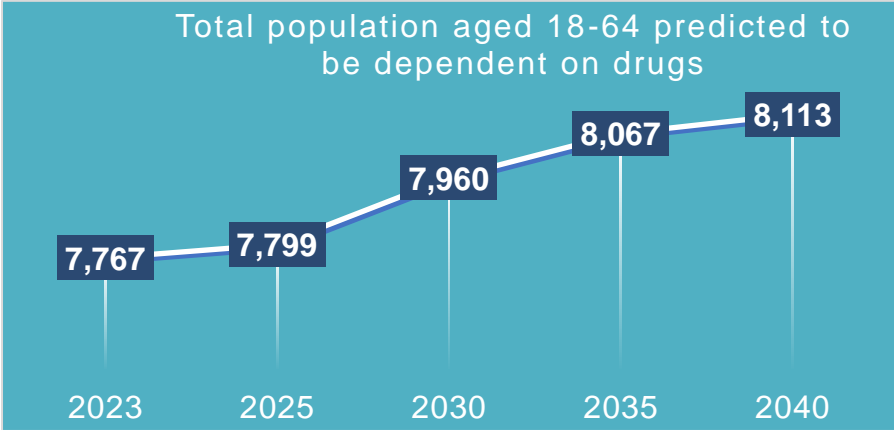
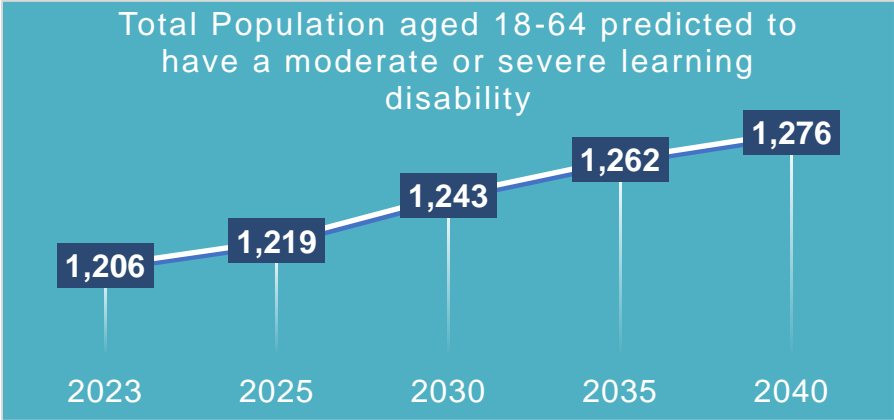
Population projections for those aged 65+ by age band and total



Source: PANSI for those aged 18-64, POPPI for those aged 65+



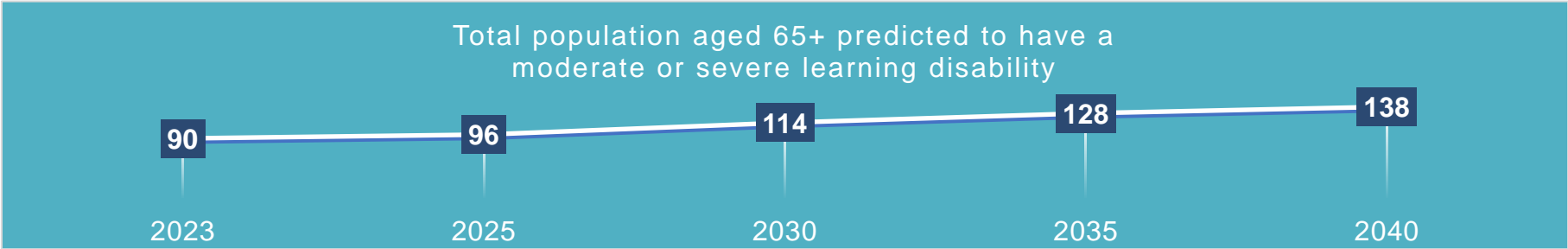
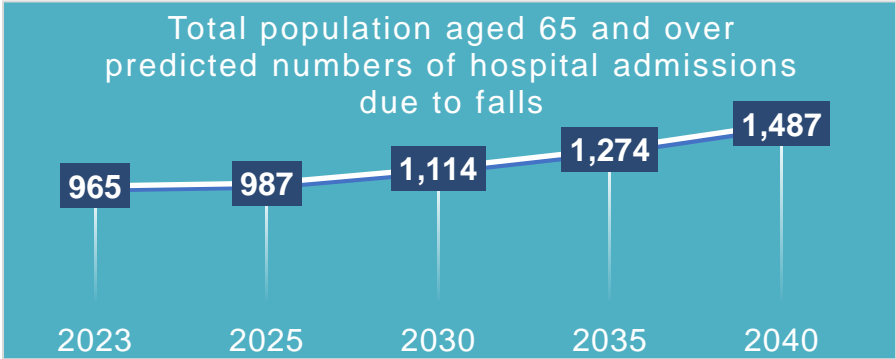
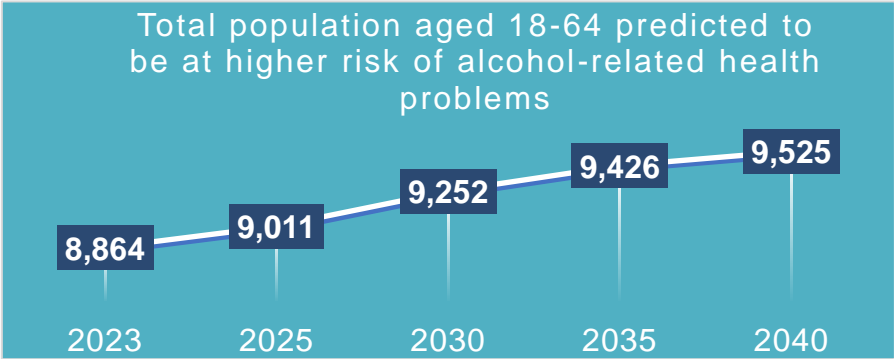
# Projections for Lewisham



Source: [PANSI](#) for those aged 18-64, [POPPI](#) for those aged 65+



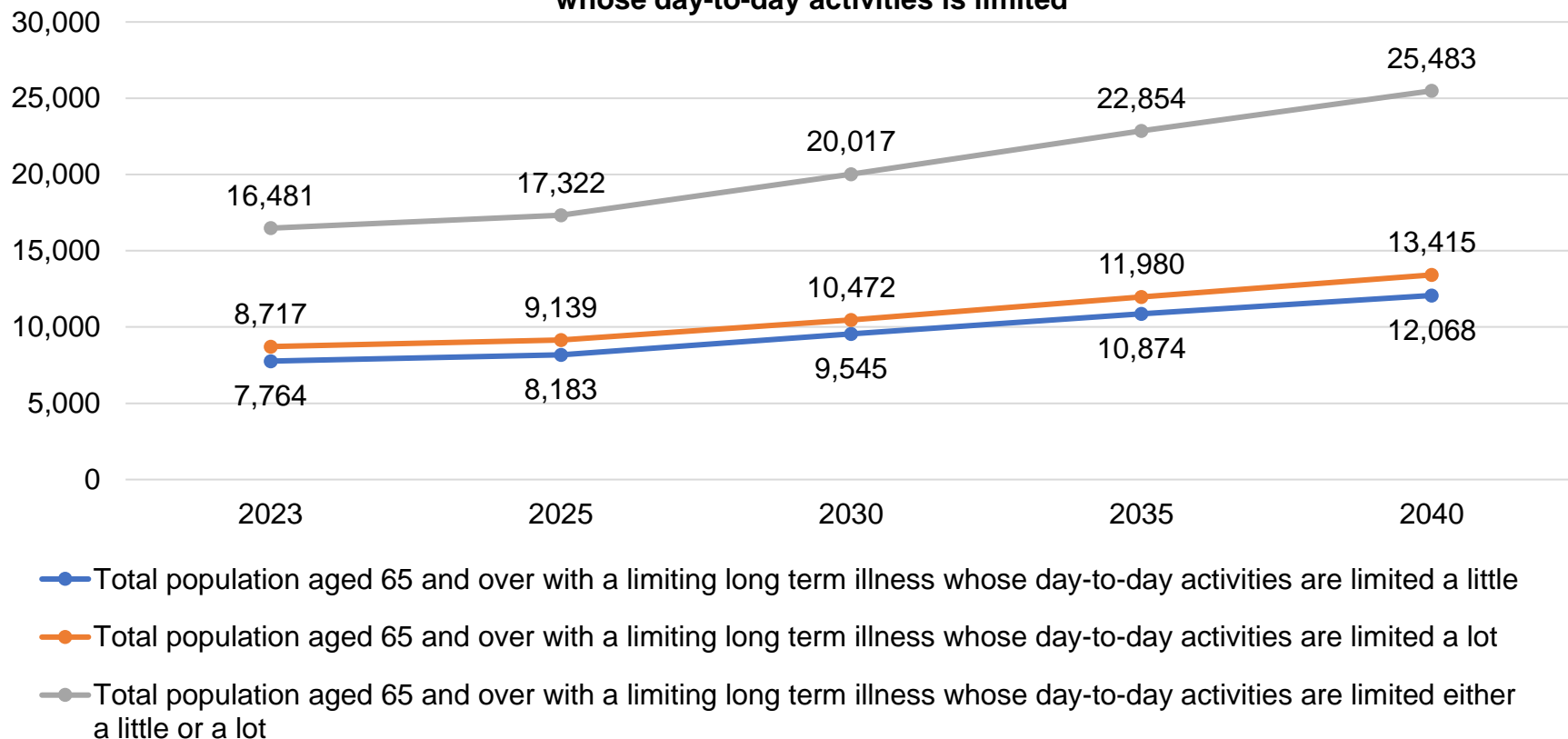
# Projections for Lewisham



Source: [PANSL](#) for those aged 18-64, [POPPI](#) for those aged 65+

# Projections for Lewisham

Predictions for population aged 65+ with a limiting long-term illness whose day-to-day activities is limited



Source: [PANSI for those aged 18-64](#), [POPPI for those aged 65+](#)

# Projections for Lewisham

Predicted growth in demand for ASC in the 18-64 population

Primary Support Reason	Current no. of individuals supported by LBL	PANSI estimates for no. of individuals with support needs	% of predicted individuals with support needs, supported by LBL	PANSI predicted growth rate from 2020-2040 (% change)	Projected no. of individuals supported by LBL (2040)
LD Support	657	1,206	54.5%	5.8%	849
MH Support	239	1,500	15.9%	5.3%	271
Physical Support – Personal CARE Support	649	1,697	38.2%	8.7%	3,241
Social Support for Social Isolation/other	23	TBC	TBC	TBC	71
Support with Memory and Cognition	48	75	64.0%	16.0%	64
Physical Support Access and Mobility Only	49	10,420	0.5%	8.4%	65

Source: [PANSI for those aged 18-64](#), [POPPI for those aged 65+](#)

# Projections for Lewisham

Predicted growth in demand for ASC for the 65+ population

Primary Support Reason	Current no. of individuals supported by LBL	POPPI estimates for no. of individuals with support needs	% of predicted individuals with support needs, supported by LBL	POPPI predicted growth rate from 2020-2040 (% change)	Projected no. of individuals supported by LBL (2040)
LD Support	83	90	92.2%	53.3%	147
MH Support	149	862	17.3%	53.7%	353
Physical Support – Personal CARE Support	2,226	8,717	25.5%	53.9%	8,882
Social Support for Social Isolation/other	22	5,761	0.4%	59.3%	38
Support with Memory and Cognition	714	2,146	33.3%	52.4%	2,074
Physical Support Access and Mobility Only	106	5,660	1.9%	53.1%	170

**Source:** [PANSI for those aged 18-64](#), [POPPI for those aged 65+](#)

# Overview and what we are looking for from the Market



# Older People Care Homes

## Current position (2024)

Overview	There are currently 55 care homes in Lewisham, of which 15 homes primarily provide care for older people (OP) aged 65+. There has been one significant care home closure in the past three years with the loss of 40 beds.
Supply	The Council routinely places in 13 of the 15 care homes, with the other two care homes being primarily for self-funders. All Older People care homes provide residential care and six are dual registered for the provision of nursing care. There is currently a maximum capacity of 512 Older People beds within Lewisham.
Demand	Information routinely collected as part of the Council's monitoring activities indicate that 13 of the 15 homes are predominantly occupied by residents placed by Lewisham with some residents being fully funded by the NHS. There are relatively few self-funders in those 13 homes. The other two private funded homes equate to 88 beds, 17% of the total in the borough. Currently about two thirds of Older People requiring nursing and residential care are placed outside the borough, though mainly within the Southeast London area. Out-of-borough placements are mainly influenced by in borough capacity constraints at the point that the placement is needed.



# Older People Care Homes

## Current position (2024)

<b>Quality</b>	Lewisham's care homes are of mixed quality. Currently 11 homes are currently CQC rated as 'Good' and 4 are rated as 'Requires Improvement'. Lewisham Council and ICB routinely visit all older people's care homes between 2 and 4 times a year for the purposes of quality assurance. Reports from these visits make recommendations for improvements even where care is good as a matter of course.
<b>Cost</b>	Lewisham's rates for residential and nursing care vary depending on size and age of care home. Some are lower than the median rates produced by the Fair Cost of Care exercise whereas others are higher.
<b>Price</b>	Lewisham primarily spot purchases placements both in and out of borough at rates individually negotiated between providers and the Council. However, all new spot placements in borough are made at the agreed rate between the Council and the provider. Additionally, Lewisham has 6 nursing dementia beds for step down from hospital and 14 Intermediate Care beds.
<b>Sustainability</b>	There is a recognised need to increase the number of OP care home beds within Lewisham in the coming years, with a focus on nursing beds, particularly nursing dementia beds. To ensure an effective balance of market diversity and stability, the Council is considering reverting to a mixed model of spot purchasing and block contract arrangements

# Older People Care Homes

## Future market (2030)

<b>Strategic direction</b>	<ul style="list-style-type: none"><li>• Lewisham Council aims to help older residents live at home for as long as possible, with care packages to support them and their families. However, for some people, staying at home may no longer be an option due to changing needs.</li><li>• The Covid-19 pandemic highlighted inequalities in residential and nursing care. We are committed to learning from this and improving quality through strong monitoring, including a Lay Visitor Scheme and regular feedback from residents, families, and partners.</li><li>• We will work with the Integrated Care Board (ICB) to strengthen health support in care homes, involving GPs, hospitals, and health professionals.</li><li>• We also support the development of new care models and will help existing care homes meet the needs of all residents. Our goal is to reduce the number of older people who need to move between care settings in their final years.</li><li>• Care and nursing homes are part of a wider support system designed to meet different needs. Our focus is on commissioning care that is based on outcomes and allows people to move smoothly between home care, extra care housing, and residential or nursing homes as their needs change.</li></ul>
<b>Future needs and demand analysis (including sustainability)</b>	<ul style="list-style-type: none"><li>• Lewisham's population aged 65 and over is expected to grow significantly by 2040. Alongside this, more older adults are likely to live with dementia, long-term illnesses, moderate to severe disabilities, and require hospital care.</li><li>• To meet this growing need, it's a priority to ensure there is enough nursing and residential care available, with easy access to suitable placements for people with complex needs.</li><li>• We will also commission providers who can adapt and work as key partners in delivering joined-up care within our neighbourhood-based support system.</li></ul>



# Older People Care Homes

## Future market (2030)

### **What we are looking for from the Market**

- We want care homes that work closely with the Council to provide a warm, homely environment focused on residents' comfort, nutrition, and emotional wellbeing.
- We know that long hospital stays can lead to poorer outcomes for older people. That's why we value care homes that can support safe and smooth discharges from hospital and transitions between care settings. There is a need for both short-term placements (like step-down and respite care) and long-term, permanent placements.
- Residents and their families should be actively involved in the life of the home, and there should be opportunities for residents to connect with the wider community.
- Care homes should also have strong recruitment and retention plans, including:
  - Access to training and development
  - Flexible working options
  - A focus on staff wellbeing
- Above all, care must be person-centred—tailored to each individual's needs—especially as we support a more diverse and complex group of older residents.

# Maximising Wellbeing at Home

## Current position (2024)

<b>Overview</b>	The service (delivered on a neighbourhood footprint) is aimed at improving people's independence and wellbeing through a person-centred approach. This includes clients being fully involved and treated as an equal partner in their assessment, support planning and ongoing review. Wellbeing Worker employment contracts should be fully compliant with the UNISON Ethical Care Charter.
<b>Supply</b>	There are 70 providers with a Care Quality Commission registered branch in Lewisham
<b>Demand</b>	Lewisham Council and ICB commission approximately 20,000 hours of care per week
<b>Quality</b>	<ul style="list-style-type: none"><li>• Number of providers: <b>70</b></li><li>• Number rated 'Outstanding' by the CQC: <b>2</b></li><li>• Number rated 'Good' by the CQC: <b>32</b></li><li>• Number rated 'Requires improvement' by CQC: <b>14</b></li><li>• Number rated 'Inadequate' by the CQC: <b>0</b></li><li>• Number not yet rated by the CQC: <b>22</b></li></ul>
<b>Cost</b>	Fair Cost of Care exercise summarised the costs of delivering the service
<b>Price</b>	£23.14 per hour fixed rate until 1 September 2029 with an annual cost of £19.6 million
<b>Sustainability</b>	The market is stable with zero staff vacancies and oversupply in each of the four neighbourhoods

# Maximising Wellbeing at Home

## Future market (2030)

<b>Strategic direction</b>	The demand for Maximising Wellbeing at Home services will continue to rise due to an ageing population and a growing preference to remain at home rather than reside in institutional settings. This will require providers to identify scalable, efficient, and high-quality solutions to address these trends.
<b>Future needs and demand analysis (including sustainability)</b>	The demand for Maximising Wellbeing at Home services will continue to rise due to an ageing population and a growing preference to remain at home rather than reside in institutional settings.
<b>What we are looking for from the Market</b>	Scalable, efficient, and high-quality solutions to address rising demand such as. <ul style="list-style-type: none"><li>• Embedding artificial intelligence and technology in the service delivery model.</li></ul>

# Learning Disability accommodation pathway

## Current position (2024)

<b>Overview</b>	<p>One of the biggest challenges in providing services for people with learning disabilities in Lewisham is the lack of accessible housing. Many of the current homes were developed after hospital closures and are located in old Victorian terraced houses.</p> <p>These buildings often have:</p> <ul style="list-style-type: none"><li>• Multiple steps at the entrance</li><li>• Steep, narrow staircases inside</li><li>• Small hallways, kitchens, and living rooms</li><li>• Limited or no en-suite bathrooms</li></ul> <p>These homes typically support five adults and two staff members at a time, but the layout and space make accessibility and comfort difficult.</p>
<b>Supply</b>	Supply of accommodation need is limited as evidenced using out of area placements
<b>Demand</b>	All data and indicators predict a continuous growth in the number of people with a learning disability who will need access to support when they become 18. The data and the continued growth in the number of people accessing adult social care aged 18-25, indicates a significant proportion will require support from learning disability services.
<b>Quality</b>	Quality assurance is provided as part of regular on-going contract monitoring of our services.

# Learning Disability accommodation pathway

## Current position (2024)

<b>Cost</b>	<ul style="list-style-type: none"><li>• Lewisham Council spends approximately £32 million a year on social care services for adults with a learning disability. The majority of this spend is on 24-hour residential and supported living services for people who have left home (£30million) with £2 million being spent on services to support people who are living at home with their family (e.g., personal care, day services and short breaks. The quoted £32 million does not include grants given to organisations such as Lewisham Speaking Up, Lewisham Mencap, Heart'n'Soul and excludes the costs of Lewisham Passenger Services.</li><li>• The NHS spends approximately £12 million per annum on services for adults with a learning disability in the borough, split between community residential and supported living services, with a small number of high-cost packages of care at home funded through Continuing Health Care and an approximate £6 million on specialist learning disability clinical teams and learning disability specific psychiatric hospital beds.</li></ul>
<b>Price</b>	Prices vary significantly depending on the individual provider, whether they are part of a block contract or spot purchased.
<b>Sustainability</b>	As mentioned above the demand for support in Lewisham is continually changing and growing, this can result in limited funds being made available to support people in an early intervention and preventative way.

# Learning Disability accommodation pathway

## Future Market (2030)

<b>Strategic direction</b>	<p>The Lewisham Learning Disabilities Implementation Plan 2024-2029 (LDIP) presents a vision for how to improve the lives of young people and adults with a learning disability in Lewisham. The LDIP acknowledges that there have been some excellent strategies and policy documents written about how to improve the lives of people with learning disability. It also recognises that people with a learning disability and their family carers have told us before, what is important to them.</p>
<b>Future needs and demand analysis (including sustainability)</b>	<ul style="list-style-type: none"><li>• The number of adults with learning disabilities in Lewisham is increasing, including more young people with complex needs such as challenging behaviours and severe disabilities. Data from Lewisham Council also shows a growing number of young people who will need support in the future.</li><li>• To meet this demand, we need to develop specialist services that can support these individuals and also be flexible enough to meet the needs of their family carers.</li><li>• An Equalities Analysis Assessment was carried out to understand how the Learning Disability Improvement Plan (LDIP) may affect people with learning disabilities and their families in Lewisham.</li><li>• Future services must also reflect national guidance, including the Learning Disability and Autism Programme (2019) and Building the Right Support (2015).</li></ul>
<b>What we are looking for from the Market</b>	<p>Younger people will require specialist housing support options that provide a pathway which can help them transition from living in the family home to living as independently as possible. The data clearly highlights a need for a support pathway for people with a learning disability in Lewisham – one that helps people plan for all the life stages and which enables them to develop the skills and confidence they need to navigate each life stage with the right type of support.</p>

# Disability day opportunities

## Current position (2024)

<b>Overview</b>	<p>The Lewisham Learning Disabilities Implementation Plan 2024-2029 (LDIP) sets out a vision to improve the lives of young people and adults with learning disabilities. Everyone should be supported to live a meaningful and fulfilling life. The Council is committed to expanding opportunities and increasing choice, especially for those moving from children's services into adulthood. This includes:</p> <ul style="list-style-type: none"><li>• Access to building-based services for those who need them</li><li>• A wider range of options for support</li><li>• Employment pathways</li><li>• Community-based wellbeing services</li><li>• Learning and development to build life skills and promote independence</li></ul>
<b>Supply</b>	<p>Lewisham Council currently supports around 250 service users each year with day opportunities as part of a support package to meet their eligible needs.</p>
<b>Demand</b>	<p>Our modernising day opportunity proposal focuses on developing services to support wellbeing, independence, and employment opportunities across three integrated pathways. It proposes a personalised, graduated approach to day opportunity support, maximising independence at the most appropriate level for our service user's needs.</p>
<b>Quality</b>	<p>Quality assurance is provided as part of regular on-going contract monitoring of our services.</p>
<b>Cost</b>	<p>The current annual cost of day services is estimated at £4.5m which includes building based and Direct Payment support</p>
<b>Price</b>	<p>Prices vary significantly depending on the individual provider, whether they are part of a block contract or spot purchased.</p>
<b>Sustainability</b>	<p>The demand for support in Lewisham is continually changing and growing, this can result in limited funds being made available to support people in an early intervention and preventative way.</p>

# Disability day opportunities

## Future Market (2030)

<b>Strategic direction</b>	<p>Lewisham Council has reviewed its current day services to help redesign a new model that supports people to live the lives they want—independently, safely, and meaningfully. The proposed Co-productive Approach to Modernising Day Opportunities focuses on:</p> <ul style="list-style-type: none"><li>• Supporting wellbeing, independence, and employment</li><li>• Offering three integrated pathways tailored to individual needs</li><li>• Providing a personalised, step-by-step approach to day services</li><li>• Helping people achieve the right level of support to maximise their independence</li></ul>
<b>Future needs and demand analysis (including sustainability)</b>	<p>Lewisham offers a mix of day services—through council-run centres, Direct Payments, and commissioned providers—but we're looking to do more. People want greater choice, more flexible options, and support that reflects their interests, culture, and lives in the local community.</p> <p>There's strong interest from both users and providers to co-design services that move beyond traditional buildings and put people at the centre. Some of our existing buildings are ageing and need improvement, so it's the right time to rethink how and where services are delivered.</p> <p>Looking ahead, Lewisham aims to create a more flexible, person-led day service offer—working closely with the NHS and community organisations to focus on the things that matter most to each individual.</p>
<b>What we are looking for from the Market</b>	<p>Lewisham Council and its partners are looking for more innovative ways of delivering service user and carer support through more home visits, community-based initiatives and digital service development. We also recognise the high level of need of some individuals attending day services and that sufficient provision of buildings with specialist facilities plays an important role in meeting the needs of the most vulnerable adults in the community. The review also highlighted the need to maximise Service User, Community and Council assets, focusing on delivering cost effective blended services, working in partnership, that build a sustainable service for the long term, within the financial resources available to us.</p>



# Mental Health pathway

## Current position (2024)

<b>Overview</b>	<p>Planning for mental health provision in Lewisham is coordinated by the All-Age Mental Health Alliance of which Lewisham Council is a member. Priorities for the Mental Health Alliance include</p> <ul style="list-style-type: none"><li>• Strengthening partnership working with local health and care providers and the community to strategically plan and improve provision.</li><li>• Addressing inequalities in access, experiences and outcomes of mental healthcare.</li><li>• Implementing needs-led approaches cross primary, community and crisis/acute pathways.</li><li>• Increasing access to preventative and early intervention mental health and wellbeing support.</li></ul>
<b>Supply</b>	<p>Community and crisis mental health pathways are delivered by the local mental health trust. Primary and community mental health services are delivered in partnership with the local voluntary and community sector services, primary care networks, and organisations that have a contract with the council or ICB to deliver preventative and early intervention work.</p>
<b>Demand</b>	<p>Lewisham is weighted high for mental health needs in the borough. Both common mental illness and serious mental illness are higher than the national average.</p>
<b>Quality</b>	<p>Quality assurance is provided as part of regular on-going contract monitoring of our services.</p>
<b>Cost</b>	<p>The council currently commissions <b>£1.036m</b> on adult prevention and early intervention mental health services.</p>
<b>Price</b>	<p>Prices vary significantly depending on pathways and interventions accessed.</p>
<b>Sustainability</b>	<p>The mental health support in Lewisham is fairly stable; however, mental health need for working age and older age adults is forecasted to rise. Activity pressures within crisis pathways remain which impacts the system's ability to sufficiently resource early intervention and prevention.</p>

# Mental Health pathway

## Future Market (2030)

<b>Strategic direction</b>	The All-Age Mental Health Alliance will continue to work with partners across NHS, local authority and voluntary and community sectors to strategically plan and improve mental health care and support for Lewisham residents. We will continue to focus efforts on improved access to timely and needs-led care that supports residents to receive care in the least restrictive setting and pay due consideration to the holistic needs of individuals (i.e. including supporting our residents with severe mental illness to better manage their physical health and reduce the mortality gap). Efforts will continue to strengthen partnerships with local grassroots Black-led organisations to drive improvements in access, experience and outcomes for Lewisham's Black community.
<b>Future needs and demand analysis (including sustainability)</b>	Prevalence of common mental illness (CMI) and serious mental illness (SMI) is higher than the national average in Lewisham and forecasted to rise. We continue to work towards support people earlier to prevent their mental health deteriorating and relying on community or acute mental health services. Lewisham has a high level of residents who enter the mental health system in a crisis via A&E. For those individuals that require crisis support, we will continue to collaborate with acute and mental health trusts to reduce mental health visits to Emergency Departments (ED).
<b>What we are looking for from the Market</b>	Lewisham Council and the Alliance partners are looking to continue to work in a needs-led way within primary, community, secondary care provision to manage wellbeing and prevent deterioration and escalation. This includes care for clients in supported housing and considering opportunities for step down and wrap around support for those with mental health and social care needs that support people to live as independently as possible. We want to boost collaboration with local Black-led grassroots organisations that support access to culturally appropriate care.

# Supported housing and related support

## Current position (2024)

<b>Overview</b>	The Council leads the Joint Commissioning of Supported Housing on behalf of the SEL Integrated Care Board and South London and Maudsley Mental Health Trust in support of the operation of a jointly funded integrated Supported Housing, Health and Care offer.
<b>Supply</b>	<p>Commissioned services include:</p> <ul style="list-style-type: none"><li>• Supported housing pathways for mental health, young people and adults including assessment centres, 24-hour and lower supported provision</li><li>• Floating support</li><li>• Rough sleeper services including Housing First, a Rough Sleeper pathway and specialist education, training and employment (ETE) provision</li><li>• Supporting improvement in non-commissioned partners</li></ul>
<b>Demand</b>	The housing crisis and ongoing challenges in children's social care and mental health services mean demand for these services outstrips supply, and there are significant waiting lists for supported housing in all pathways.
<b>Quality</b>	Quality assurance and improvement is supported by a specialist commissioning team.
<b>Cost</b>	Overall c.£6.3m of housing related support services
<b>Price</b>	Prices vary significantly depending on the individual services.
<b>Sustainability</b>	This is a sector that has been significantly impacted by cuts over recent decades, and there is significant risks to the sustainability of providers, pathways and the workforce exacerbated by the lack of confirmation of the Rough Sleeping Initiative grant beyond March 2025.

# Supported housing and related support

## Future Market (2030)

<b>Strategic direction</b>	Supported Housing commissioning delivers against Lewisham's Rough sleeping and Homelessness Strategy, Mental Health Alliance intentions, and corporate parenting strategy.
<b>Future needs and demand analysis (including sustainability)</b>	The current drivers for level of need and demand are set to persist in the short to medium term.
<b>What we are looking for from the Market</b>	<ul style="list-style-type: none"><li>• We are seeking move to block contract commissioning from spot purchasing as far as practicable</li><li>• Exempt providers: Supporting market improvement in line with the incoming legislation and licensing powers</li><li>• Specific service offers for those we struggle to help: Those that fall between social care health and housing settings, for example, alcohol related brain injury, care with challenging behaviour</li></ul>

# Public Health Services for Adults

## Current position (2024)

<b>Overview</b>	The Council commissions to deliver against its statutory responsibilities for Public Health for adults.
<b>Supply</b>	A range of Public Health services, with the largest part in sexual and reproductive health, as this is one of the areas where the Council's statutory responsibility is for treatment as well as prevention. Services are commissioned from primary, secondary and tertiary care providers, and the community and voluntary sectors,
<b>Demand</b>	The borough has a relatively young but aging population, and significant health inequalities. The Lewisham Health and Care Partnership recognises the need to deliver more care in communities, earlier, in a way that improves the health of our population and prevents ill health.
<b>Quality</b>	Services are commissioned from primary, secondary and tertiary care providers monitored by the CQC. Services are monitored and assured by a specialist commissioning team working with Lewisham's Public Health team.
<b>Cost</b>	The Council currently commissions £7.4m of service, of which c.£6.5m is sexual and reproductive health and HIV (SRH).
<b>Price</b>	Prices vary significantly depending on the individual services.
<b>Sustainability</b>	Public Health services are affected by the same demand pressures as the wider health and care system, with an aging population with multiple co-morbidities. Alongside inflationary pressures, uncertainty over the level of future Public Health grants means sustainability remains in question.

# Public Health Services for Adults

## Future Market (2030)

<b>Strategic direction</b>	Set by the Lewisham health and wellbeing strategy, the Lewisham Health and Care Plan, and informed by the Birmingham and Lewisham African and Caribbean Health Inequalities Review, and the Fuller Stocktake.
<b>Future needs and demand analysis (including sustainability)</b>	The borough has a relatively young but aging population, and significant health inequalities. The Lewisham Health and Care Partnership recognises the need to deliver more care in communities, earlier, in a way that improves the health of our population and prevents ill health.
<b>What we are looking for from the Market</b>	<ul style="list-style-type: none"><li>• We want to deliver more in primary care and community settings, joined up with neighbourhood teams and in line with the Fuller recommendations.</li><li>• We want to test tailored services, and adaptation of mainstream services, that can demonstrate and evidence better outcomes and value with specific communities</li><li>• We want to build on our ability to meet need and provide choice through technology online, as with Sexual Health London, and newer with the current online PrEP PIN.</li></ul>

# Drug and Alcohol services

## Current position (2024)

<b>Overview</b>	The Council commissions Lewisham's drug, alcohol and tobacco treatment system.
<b>Supply</b>	Services commissioned include <ul style="list-style-type: none"><li>• A core community service</li><li>• A primary care recovery service</li><li>• Residential detoxification and rehabilitation services</li><li>• Primary care dispensing and needle exchange services</li><li>• A Stop Smoking Service</li></ul>
<b>Demand</b>	OHID estimates project significant unmet need across all cohorts in the borough, alongside changing demand profiles including reductions in opiate use and smoking.
<b>Quality</b>	Services are monitored and assured by a specialist commissioning team, as well as under the auspices of the Care Quality Commission.
<b>Cost</b>	The Council currently commissions £6.3m of services, funded from a mixture of grant income.
<b>Price</b>	Prices vary significantly depending on the individual services.
<b>Sustainability</b>	The supplemental and rough sleeping grants, as well as the core PH grant and MOPAC funding, is not confirmed beyond March 2025 which is a significant risk to the sustainability of the treatment

# Drug and Alcohol services

## Future Market (2030)

<b>Strategic direction</b>	The strategic direction is set by the ten-year 2021-31 strategy 'from harm to hope', and a local drugs, alcohol and tobacco strategy overseen by the Lewisham Combatting Drugs and Alcohol Partnership and aligned to Lewisham's Health and Wellbeing Strategy.
<b>Future needs and demand analysis (including sustainability)</b>	<ul style="list-style-type: none"><li>• Needs analysis shows access is unequal and substance misuse is changing, and continue to seek innovative service models</li><li>• Deliver more in primary care and community settings, joined up with Fuller recommendations and neighbourhood teams.</li></ul>
<b>What we are looking for from the Market</b>	<ul style="list-style-type: none"><li>• Tailored services that can demonstrate and evidence better outcomes and value with specific communities</li><li>• Demand for tier 4 detox/rehab and particular specialisms within that exceeds supply greatly</li><li>• Treating new and emerging drug and alcohol problems</li></ul>



# Direct Payments

## Current position (2024)

<b>Overview</b>	<p>Helping people live independently is a key part of Lewisham’s adult social care vision. Direct Payments are one of the main ways we support residents to live well in their own homes and communities. Currently, 26.9% of adults supported by Adult Social Care in Lewisham receive Direct Payments. This is:</p> <ul style="list-style-type: none"><li>• Higher than the inner London average (22%)</li><li>• In line with the national average (26.2%)</li></ul>
<b>Supply</b>	<p>Lewisham Adult Social Care currently funds 924 Direct Payments. Of these:</p> <ul style="list-style-type: none"><li>• 56% are for people under 65</li><li>• 44% are for people over 65</li></ul> <p>Among all adults supported by Adult Social Care:</p> <ul style="list-style-type: none"><li>• 45% of those under 65 use Direct Payments as their main form of support</li><li>• 21% of those over 65 do the same</li></ul> <p>The most common reason for receiving a Direct Payment is Personal Care (52%), followed by Learning Disability (28%). In addition, 56 individuals attend a charity-run day centre for people with learning disabilities, which offers employment and training opportunities.</p>
<b>Demand</b>	<p>Direct Payment numbers increased by 8.85% from 2022-2023, and by a further 16.12% from 2023-2024. This has been impacted primarily by the Council’s changes in commissioning of Homecare, with around 160 individuals opting to request Direct Payments rather than the Council commissioned offer between July 2023 and June 2024. Direct Payment uptake generally offsets closed Direct Payments, meaning numbers remain relatively stable outside of the clients moving due to the new homecare contract.</p>

# Direct Payments

## Current position (2024)

<b>Quality</b>	There are very few complaints about the quality of care provided by Direct Payment providers. Where this does occasionally occur, Joint Commissioning colleagues support provider engagement and the Direct Payment team support the individual with their support planning.
<b>Cost</b>	£16.m expenditure in 23/24
<b>Price</b>	Lewisham Council fund Agency Direct Payments at £20.44 per hour and Personal Assistant Direct Payments at £15.64 per hour. All other Direct Payments are funded at the cost of local benchmarked services.
<b>Sustainability</b>	There are around 600 Personal Assistants which is quite stable, and around 50 care agencies that provide community and homecare support locally that accept Direct Payment clients. Many of these providers have supported Direct Payment clients in Lewisham for many years, and there are a few newer providers. Delays in CQC inspections limit the ability of new providers to break into the market.

# Direct Payments

## Future market (2029)

<b>Strategic direction</b>	Maximising the independence of all individuals that require support from Adult Social Care and Health is a key priority and deliverable for the borough. Our intention is to increase choice and control amongst our population and the increase of Direct Payments, Personal Budgets and our personalised approached are a key method of achieving that
<b>Future needs and demand analysis (including sustainability)</b>	<ul style="list-style-type: none"><li>• The demographic and direct payment growth data we have available for Lewisham Council tells us that over the last three years the biggest growth has been personal care, memory and cognition and learning disability and we expect this to continue.</li><li>• An increase in young people transitioning to Adults Services will also impact on Direct Payment uptake to enable the flexibility and choice needed.</li><li>• The Council is looking at alternatives to the day services commissioned model offer to allow more independent and focused support.</li><li>• We are looking to increase our number of unpaid carers supported via carer one off payments and via ongoing Direct Payments</li><li>• We want to continue to improve working conditions and career progression for those working in the local care sector. The Council are developing this through further support of Direct Payment providers and though our Proud to Care initiative</li></ul>

# Direct Payments

## Future market (2029)

<b>Future needs and demand analysis (including sustainability)</b>  [Continued]	<ul style="list-style-type: none"><li>• Ensuring sustainability of both the Personal Assistant market as well as the local provider market is important in Lewisham. We prioritise the fast payment of invoices to providers to reduce the risk of cashflow issues.</li><li>• There have been a relatively low number of CQC inspection issues; where issues arise, the Direct Payment Team works with the Social Work team to review all service users to ensure the provision is safely meeting identified needs.</li><li>• The Joint Commissioning Team is looking to enhance further engagement with the Direct Payment provider market to ensure quality and sustainability.</li></ul>
<b>What we are looking for from the Market</b>	<p>We want our local marketplace to be robust and innovative as well as cost effective. The Council is committed to engaging with the local Direct Payment market to ensure quality service and choice is at the heart of our local offer. The Council aims to enhance opportunities via Direct Payment so that personal budgets can be used more effectively.</p>

# Intermediate Care

## Current position (2024)

<b>Overview</b>	<p>The Council and ICB provide services to support people with intermediate care needs as follows:</p> <ul style="list-style-type: none"><li>• <b>Internal council-delivered service in people's own homes</b>, with therapy input provided by the Community Health Trust</li><li>• <b>Bedded intermediate care unit</b> – currently in a care home setting, with 14-16 beds, with therapy and social care input provided by the Community Health Trust and Council</li><li>• <b>Six step-down beds for discharges from hospital</b> where further time is needed to assess a person's final care requirement, or suitable long-term provision is sought.</li></ul>
<b>Supply</b>	<p>Fourteen (16 in winter) beds in a nursing home. Six step-down (short-term) beds in a residential / nursing care setting. Referrals are accepted from the hospital and from community teams, although most of the demand comes from hospital discharges.</p>
<b>Demand</b>	<p>Demand fluctuates and is higher in winter than in summer months. During winter there may be a waiting list of between 2-4 people at any one time for the bedded intermediate care.</p> <p>Most users of the service are in the 65+ age group, the length of stay in the intermediate care unit is usually between 20-25 days before a person is well enough to return home.</p>
<b>Quality</b>	<p>Services are monitored and assured by a specialist commissioning team, as well as under the auspices of the Care Quality Commission.</p>
<b>Cost</b>	<p>The current value of the externally provided services is IRO £1.5m</p>
<b>Price</b>	<p>Individual bed price differs based on location. The intermediate bedded care bed price will be subject to the current procurement.</p>
<b>Sustainability</b>	<p>An ageing population with multiple comorbidities means demand is likely to increase over the coming years, although providing care in someone's own home remains the priority approach. It is unlikely that any large expansion of intermediate bedded care or step-down beds will be undertaken in the near future.</p>

# Intermediate Care

## Future market (2030)

<b>Strategic direction</b>	<p>As Lewisham’s population ages, demand for intermediate care will continue to grow. However, more people now prefer to recover at home rather than in institutional settings. Because home-based care has shown strong, measurable outcomes, it will remain a key priority.</p> <p>Bedded care will still be commissioned when needed, for example:</p> <ul style="list-style-type: none"><li>• After hospital discharge, when 24/7 support is required</li><li>• From the community, for short-term recovery in a supported setting</li></ul>
<b>Future needs and demand analysis (including sustainability)</b>	<p>The demand for intermediate care will continue to rise due to an ageing population. The setting of the provision is driven by citizens’ preference to remain at home rather than reside in institutional settings and therefore the bed-based care is expected to remain at relatively static levels over the next few years.</p>
<b>What we are looking for from the Market</b>	<p>The re-procurement of the intermediate bedded care unit (14-16 beds) has taken place (December 2024), and a new contract will be awarded in late Spring 2025. This is will be a 3+2-year contract.</p> <p>Our impending intermediate care strategy will outline our requirements and any further market opportunities related to the community based and/or home-based care element of intermediate care.</p>

# Extra Care

## Current position (2024)

<b>Overview</b>	As part of it's overall offer for care settings, the Council commissions extra care schemes to allow people who cannot be cared for through maximising wellbeing at home to live as long as possible in a setting that provides a property and front door of their own alongside the onsite care they require.
<b>Supply</b>	The Council currently commissions four Extra Care Schemes – currently a total of 151 Flats
<b>Demand</b>	Current provision is sufficient to meet current demand, whilst officers work with providers and partners to identify opportunities for wider utilisation of the extra care offer and stimulating demand.
<b>Quality</b>	All schemes are currently of acceptable quality, which is reviewed quarterly as part of the contract and Quality Assurance process. All Scheme have a 'good' CQC rating.
<b>Cost</b>	The Council currently pays £2,271,089 in block contract arrangements, purchasing 2000 hours, with additional arrangements where more or specialist care hours are required by individuals as part of their agreed package.
<b>Price</b>	Varies by scheme.
<b>Sustainability</b>	As we respond to an aging population, demands for care settings will continue to grow. Also, ECH is a more cost-effective alternative to residential placement.

# Extra Care

## Future market (2030)

<b>Strategic direction</b>	<b>The Council continues to aim to care for as many people in their home as possible, and in the least restrictive setting.</b>
<b>Future needs and demand analysis (including sustainability)</b>	As we respond to an aging population, demands for care in a variety of settings including extra care will continue to grow.
<b>What we are looking for from the Market</b>	Officers are working with current and potential providers, to establish how Extra Care can support people with a wider range of needs to those currently met and establish the potential to grow its role in our local market.



# Day opportunities

## Current position (2024)

<b>Overview</b>	People should be supported to have a good and meaningful everyday life. Lewisham Council acknowledges the necessity of building-based provision and aims to ensure a broader range of choice is accessible. Day services are one vehicle for addressing mental wellbeing, loneliness and isolation. Day services assist older adults to spend time with others through a range of activities of choice and appropriate to life experience, interest and culture.
<b>Supply</b>	Lewisham Council currently supports up to 105 service users each year with day opportunities as part of a support package to meet their eligible needs
<b>Demand</b>	Lewisham Council commissions one older adult day service. Over the past decade, there has been a steady decline in the number of individuals with moderate needs eligible for commissioned day services. This reflected the growth of community-based options and has increased the use of Personal Budgets and Direct Payments.
<b>Quality</b>	The Council seeks to maximise the independence of older adults by enabling them to live in their own homes in their local communities wherever possible. This is reflected when allocating resources in adult social care by prioritising community care services for those with the most needs.

# Day opportunities

## Current position (2024)

<b>Cost</b>	The current annual cost of day services is estimated at £2.7m
<b>Price</b>	Prices vary significantly depending on the individual provider, whether they are part of a block contract or spot purchased.
<b>Sustainability</b>	The demand for support in Lewisham is continually changing and growing. This can result in limited funds being made available to support people in an early intervention and preventative way. The number of people accessing services gradually reduced in the past 10 years, however this now has stabilised and there is an ongoing need for a building-based service in addition to home care and Direct Payments

# Day Opportunities

## Future market (2030)

<b>Strategic direction</b>	<p>The 'Recommissioning of Building Based Day Services for Older Adults' report recommended that the three commissioned day services for older adults being delivered in Lewisham should be recommissioned as a single service to be located at the Calabash Centre, Lewisham.</p>
<b>Future needs and demand analysis (including sustainability)</b>	<p>Lewisham is transforming its day services to better meet the needs of all residents. Research shows that older people and those from diverse backgrounds are less likely to use current services, and that digital barriers make it harder for some to access support—especially older adults and people with complex needs.</p> <p>As part of our Dementia Strategy, the borough is working to improve quality of life and increase opportunities for people with dementia and/or other long-term conditions to take part in healthy, engaging activities. A major new programme has been launched to redesign day opportunities with input from the community, helping ensure services are inclusive, accessible, and shaped by people's experiences.</p>
<b>What we are looking for from the Market</b>	<p>Day services play a vital role in improving mental wellbeing and reducing loneliness which are key challenges of ageing. Lewisham Council and its partners are committed to expanding access to inclusive, meaningful activities that reflect each person's life experience, interests, and culture. We expect services to support older people to stay physically active through activities like seated exercise, promote healthy eating and hydration with nutritious meals and regular drinks, and keep minds engaged with activities such as reminiscence groups.</p> <p>We value the commitment and expertise of our provider community and look forward to working together to shape services that help older adults live well, safely, and with dignity.</p>

A wide-angle photograph of a golf course during autumn. In the foreground, a large, mature tree with green and some orange leaves stands on a grassy area. To its left, a smaller tree with bright orange foliage is visible. The middle ground shows a well-maintained green golf course with a sand trap and a path. In the background, a dense forest of trees with varying autumn colors stretches across the horizon under a cloudy sky. A semi-transparent green rectangle is overlaid on the left side of the image, containing the word "Enablers" in white text.

**Enablers**

# Unpaid Carers

## Current position (2024)

<b>Overview</b>	An unpaid carer is anyone who cares for someone who is ill, disabled, older, has mental health concerns or is experiencing addiction and is not paid by a company or local authority to do this. Primarily, this is a family member or friend. Someone who receives 'Carer's Allowance' is an unpaid carer.
<b>Supply</b>	<p>Lewisham Council commissions a Maximising Wellbeing Of Unpaid Carer service (2023-2026, with an opportunity to extend). The service is expected to:</p> <ul style="list-style-type: none"><li>• Identify 330 new adult carers per month and 12 new young carers per month</li><li>• Support 10% of new contacts face to face</li><li>• Support 30 new carer assessments per month</li><li>• Identify 10 carer champions per month from 10 different organisations</li><li>• Run two events per month promoting the value of Unpaid Carers within Lewisham</li></ul>
<b>Demand</b>	Census data from 2021 has revealed that 19,391 people (7.9 per cent of the population) in the borough were caring for someone without being paid. 4,636 people were providing between hours of unpaid care a week and 5,991 were providing over 50 hours of unpaid care a week.



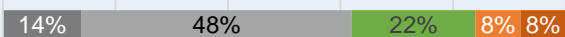
# Unpaid Carers

## Current position (2024)

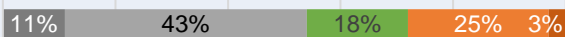
Quality

Annual survey of unpaid carers (n=203) in receipt of support from the Maximising Wellbeing of Unpaid Carer service noted the following:

I am supported to provide care as I wish and do so in a way that takes into account my own access to education, employment, health and wellbeing.



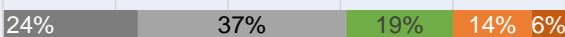
I have a life outside of caring and I am able to remain connected to the people who matter to me.



I know my needs are equally recognised and my goals and aspirations are respected and fulfilled.



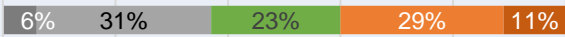
I have the right information and advice to be able to make informed decisions.



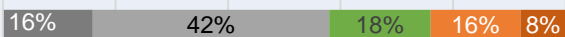
I have access to appropriate support that suits my needs including respite care and carers breaks.



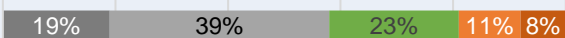
I am able to navigate the health and care system with ease.



I understand the support that is available to me in my area to maintain my own health and wellbeing, and achieve the outcomes that matter to me.



I am provided with the necessary information and advice to make informed decisions about the care I provide.



I am provided with the tailored information and advice I need to support and meet the needs of the person I care for.



Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

0%

20%

40%

60%

80%

100%

120%

# Unpaid Carers

## Current position (2024)

<b>Cost</b>	The value of unpaid care in England and Wales is now estimated to be £162 billion, exceeding that of the entire NHS budget in England for health service spending, which by comparison was £156 billion for 2020-21.
<b>Price</b>	The Maximising Wellbeing Of Unpaid Carers service is commissioned at £320,000 per annum.
<b>Sustainability</b>	As demand for care grows, the role of carers will continue to remain vitally important. There remains a gap between the number of carers that exist and those known to the Council and receiving support. The Council will continue to make efforts to identify and provide support to carers to maximise their wellbeing, recognising the role that they play, and the impact caring can have if unsupported. The Council will continue to want to make available additional support through carers assessments.

# Unpaid Carers

## Future market (2030)

<b>Strategic direction</b>	<p>To enable Lewisham to become a borough where unpaid carers:</p> <ul style="list-style-type: none"><li>• Have the time to recognise themselves as unpaid carers and get the support they need</li><li>• Are treated equally in all aspects of their lives</li><li>• Are connected so that no one has to care alone</li></ul>
<b>Future needs and demand analysis (including sustainability)</b>	<p>Lewisham will increasingly rely on unpaid carers over the next decade. The Joseph Rowntree Foundation (2024) noted that nearly one million more people will be unpaid carers by 2035 this will represent a 10.6% increase compared to current figures. A significant proportion of this group are expected to provide care for 10 or more hours. The Family Resource Survey estimates that 6% of the population are unpaid carers when applied to Lewisham would results in up to 18,000 people providing some elements of care to their loved ones. Our information, advice and support offer for carers is a critical component of our approach in supporting people to live as independently as possible in their home environment.</p>
<b>What we are looking for from the Market</b>	<ul style="list-style-type: none"><li>• To support our efforts to increase awareness of unpaid carers and their needs using a range of media</li><li>• To promote and champion the benefits that unpaid carers offer to Lewisham.</li><li>• To make sure all unpaid carers have access to support, information and advice to maintain their own health and wellbeing</li><li>• To support the delivery of our local offer to those who provide substantial care by providing appropriate financial, practical and emotional support, and the opportunity for regular breaks.</li></ul>



# Artificial Intelligence and Technology

## Current position (2024)

Overview	<p>Through our partnership with the Integrated Care Board (ICB), we're using digital tools to improve care and reduce hospital readmissions. Our Virtual Ward model uses remote monitoring and a digital dashboard to prioritise patients based on their clinical data.</p> <p><b>We also use:</b></p> <ul style="list-style-type: none"><li>• COPD management apps and the Suvera Virtual Clinic to support people with heart failure</li><li>• Digital health education trials to improve patient outcomes</li><li>• AI tools in admin roles to help with note-taking and meeting minutes</li><li>• Assistive technology pilots in care homes to help prevent falls at night</li></ul>
Supply	<p>Real-time monitoring of patients' vital signs and symptoms remotely.</p> <p>Integration of AI applications such as Otter AI and co-pilot for automated note-taking during meetings, reducing administrative workloads.</p>
Demand	<ul style="list-style-type: none"><li>• Increasing reliance on technology to support ageing populations and manage chronic conditions. The virtual clinic for Heart Failure reviewed 4032 patients with 383 urgent blood pressure readings being identified and treated.</li><li>• The acute virtual ward has reviewed 489 patients in the past 12 months.</li><li>• High demand for technologies that streamline workflows and improve care accessibility.</li><li>• Increased demand for AI to support with trends and population health needs to ensure technology is used effectively for the correct cohort.</li></ul>

# Artificial Intelligence and Technology

Current position (2024)

Quality	Our remote monitoring technology identifies at-risk patients by flagging abnormal observation data This allows for Improved patient safety and clinical outcomes with timely escalations for face-to-face clinical reviews
Cost	<ul style="list-style-type: none"><li>• A review of our acute virtual ward indicates minimal impact and limited cost savings from implementing the technology</li><li>• AI reduces administrative burdens through automation, freeing resources for direct patient care. Our Suvera Heart Failure program demonstrated a Primary Care saving of £1.70 for every £1.00 invested</li></ul>
Price	Due to the growth of technology enabled companies there is significant economic competition amongst remote monitoring solutions with scalable models for integration into healthcare systems.
Sustainability	<ul style="list-style-type: none"><li>• Reduction of carbon footprint by minimizing unnecessary travel for patients and healthcare providers.</li><li>• Enhanced resource allocation to ensure long-term viability of the virtual ward model.</li></ul>

# Artificial Intelligence and Technology

Future market (2030)

Strategic direction	New and emerging technologies are vital to embed in future service delivery models to address adult social care challenges such as increasing need, rising costs and workforce shortages.
Future needs and demand analysis (including sustainability)	<p><b>Predictive Capabilities:</b> Utilising AI to analyse trends and predict health deterioration, enabling preventive care.</p> <p><b>Scalability:</b> Expanding virtual ward capabilities to manage larger patient cohorts with diverse needs.</p> <p><b>Workforce Support:</b> AI-driven tools to alleviate workload pressure, enabling clinicians to focus on complex cases.</p> <p><b>Sustainability Focus:</b> Investment in eco-friendly technologies that promote energy efficiency and reduce waste in healthcare systems.</p> <p><b>Quality control:</b> NHS England guidance around implementation, standardization of technology and data governance.</p>

# Artificial Intelligence and Technology

## Future market (2030)

### What we are looking for from the Market

Lewisham is exploring a range of digital tools to enhance care delivery and improve outcomes:

#### **AI and machine learning**

- Example: In Buckinghamshire, AI monitors changes in eating and drinking habits via smart appliances to prevent hospital readmissions. Similar tools could be used to predict health deterioration using trends in client data.

#### **Wearable technology**

- Non-invasive devices track vital signs continuously and feed data into care dashboards for real-time monitoring.

#### **Telehealth services**

- Virtual consultations and digital check-ins help reduce pressure on hospitals and clinics.

#### **Voice assistants and chatbots**

- Used for medication reminders, accessing health information, and offering social interaction for isolated individuals.

#### **Robotics**

- Provide help with daily tasks, mobility support, and companionship for vulnerable residents.

#### **IoT-connected devices**

- Smart home sensors give a full picture of a person's wellbeing, supporting remote care.

#### **Predictive analytics dashboards**

- Help identify high-risk individuals early, allowing care teams to respond faster and allocate resources more effectively.

# Workforce

## *Skills for care Data (2023/24)*

The next two slides show a summary of the adult social care workforce in Lewisham and includes data from the whole adult social care sectors: local authorities, the independent sector, posts working for direct payment recipients, and those working in the NHS.

**8,100**

total posts



**7,700**

filled posts



**425**

vacant posts



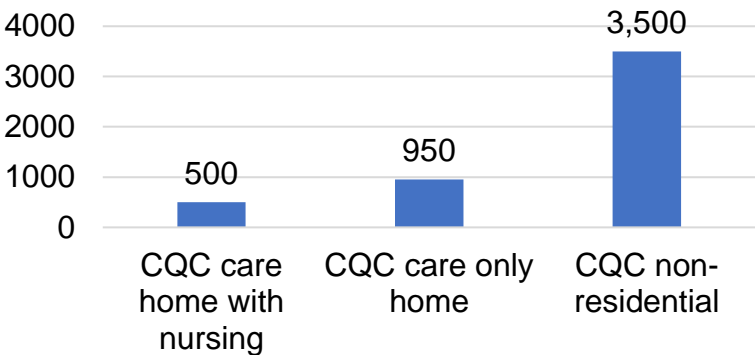
**1,100**

Direct payment  
recipients employing  
their own staff

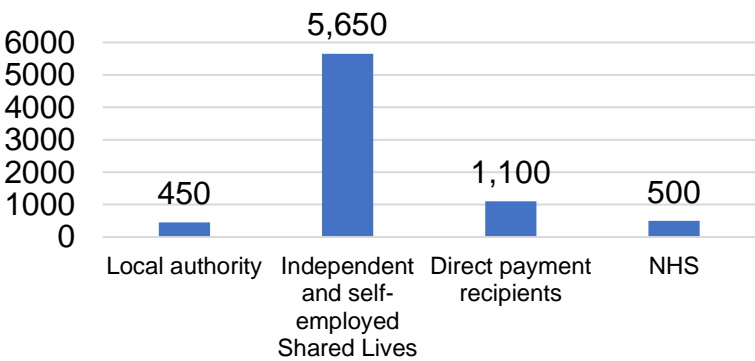
# Workforce

Skills for care Data (2023/24)

Filled posts by selected services



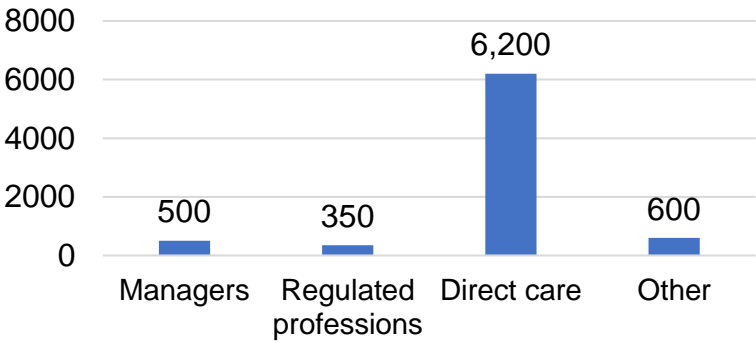
Filled posts by sector



CQC-regulated establishments



Filled posts by job group



# Workforce

## Future market (2030)

<b>Strategic direction</b>	<p>To implement Skills for Care 'A Workforce Strategy for Adult Social Care in England' ensuring:</p> <ul style="list-style-type: none"><li>• We attract new people into social care and keep them. Evidence shows that the most effective recruitment lever in adult social care is ensuring that adult social care is competitive in local labour markets (this includes by paying more and having good quality roles).</li><li>• We embed the Proud to Care Lewisham career pathway across the sector, enabling everyone working in social care to have the opportunity to develop, learn and grow in their role.</li><li>• In collaboration with NHS colleagues, transform the workforce so that it can meet the needs of our ever-changing population.</li></ul>
<b>Future needs and demand analysis (including sustainability)</b>	<p>Lewisham's population aged 65 and over is expected to grow significantly over the next 15 years, along with increasing care and support needs. Our goal is to ensure the local care market remains sustainable, flexible, effective, and efficient—helping people live as independently as possible, wherever they are. A key part of this is recruiting and retaining skilled, compassionate staff who can support service users and their carers. This is central to how we manage and shape the care market.</p> <p>We've already taken steps to support this, including:</p> <ul style="list-style-type: none"><li>• Joint recruitment and training initiatives</li><li>• Promoting careers in care and health</li><li>• Working with providers in our Maximising Wellbeing at Home Contracts to attract staff who reflect our diverse communities and bring valuable cultural understanding to their care roles</li></ul>
<b>What we are looking for from the Market</b>	<ul style="list-style-type: none"><li>• Providers that work with the local authority and our partners to assess our local workforce needs in response to changing demographics, care needs and demand</li><li>• Providers that invest in the training and accreditation of their existing and future workforce</li><li>• Providers that promote and enable the training and development of specialist skills such as dementia care, digital literacy for technology enabled care and mental health support</li><li>• Promote working in the care and support sector as a long-term career outlining clear progression and development pathways</li><li>• Investment in digital training that support electronic record keeping, telehealth and assistive technology</li></ul>

# Summary of Key Messages to our Market

**Co-production:** Meaningful involvement of residents, carers, and providers in designing services.

**Prevention and early intervention:** Services that delay or avoid escalation of care needs.

**Integration:** Joined-up working across social care, health, housing, and community services.

**Neighbourhood-based delivery:** Services tailored to local population needs (50,000-100,000 catchments).

**Workforce development:** Recruitment, retention, and training initiatives that value care as a career.

**Digital innovation:** Scalable tech solutions to support care delivery and self-management.

**Diversity of provision:** A strong mix of responsive, high-quality, CQC-compliant providers.

**Social value:** Employment, volunteering, and community benefit beyond direct service delivery.



# Conclusion

- Lewisham's 2024–2030 Market Position Statement confirms the borough's commitment to working with providers and communities to build a sustainable, fair, and high-performing adult social care system.
- By responding to demographic changes, investing in early support, and integrating health and care services, the aim is to help residents live independently and well for longer.
- The Council welcomes ongoing collaboration with providers to co-design innovative, community-based services.

## **Together, we aim to:**

1. Reduce inequalities
2. Support unpaid carers
3. Strengthen the care workforce
4. Ensure residents get the right support, at the right time, close to home