

Supporting  
positive  
change



Specialist  
housing  
promoting  
independence



Integrated  
health, social  
care and  
housing



Staff who  
are passionate  
about what  
they do

 **Look Ahead**  
CARE, SUPPORT AND HOUSING

# annual review 2017



## mission

Working with people to make choices, achieve goals and take control of their lives through high quality care, support and housing.

## vision

Look Ahead will be a leading provider of specialist support and care services for people with complex and multiple needs, bridging the gap between social care, health and housing. We will have a solid reputation as a growing, solution-focused social care business that draws on the best of the public and private sectors. We will work in partnership, embrace digital innovation and maximise our property assets to deliver high quality, outcomes-based services in line with our values.

## values

Excellence • Aspiration • Partnership • Trust

In line with our core values – **excellence, aspiration, partnership** and **trust** – we align ourselves with other organisations that help us to achieve our vision.

## accreditations



## awards



## memberships and associations



I'm pleased to open this year's Annual Review which gives us an opportunity to take a look back at the year 2016/17. The review focuses on the things we are most proud of as an organisation; the things that make us different, and ultimately, the things that make us Look Ahead.

Last year was a challenging one externally. We saw a high demand for hospital beds, growing problems around delayed discharge, and all too often, adult social care seemingly missing from the solution. In spite of these challenges, Look Ahead has continued to thrive and innovate.

While it is encouraging to see social care and mental health higher on the political agenda, all too often we still see systemic failings in joining up health, social care and housing, leaving the customer weaving their way through silos. As a frontline organisation, Look Ahead is in a position to integrate at a local level.

This review demonstrates how we are delivering integrated services in partnership with health and social care, and how our specialist housing helps people live more independently. This approach supports positive change in customers' lives as their stories show.

Ultimately it's our staff who make our services successful, and I am continually reminded that those who work in our sector do so because they have a deep passion and commitment to what they do. Their work is fulfilling – often challenging – and the small things they do every day change lives. For this I can only thank them.

Finally, I would like to end by thanking Stephen Alexander, our outgoing Chairman, for his exemplary contribution and commitment over the last six and a half years, and welcoming Julie Jones to her new role as Chairman.

I hope you enjoy this year's review.

**Chris Hampson**  
Chief Executive



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# 2016-17 timeline

From winning awards to launching new services and programmes, the last year has been a busy and exciting one for Look Ahead.

## april

We started supporting 79 homeless older men at our new Edward Alsop Court service in Westminster.



## may

Our annual Customer Celebration Event attracted over 150 people from across Look Ahead.



## july

Our Investors in People assessment began — we were later delighted to be awarded the Advanced Silver Level accreditation.

## august

16 apprentices started as part of our 2016-17 cohort, marking the ninth successful year of our programme.



## october

An external research evaluation into the effectiveness of our Tabard Forensic Service began.



## january

Our new service for young people in Milton Keynes launched — our first in Buckinghamshire.



## november

We were making final touches to our brand new website — [lookahead.org.uk](http://lookahead.org.uk) — which launched early in 2017.



## february

Our Nimrod House service made the UK Housing Awards shortlist and later in the year, we won! We also won Learning Team of the Year Bronze Award at the International Learning Awards.

## december

We were busy getting ready for the launch of our HAWK Service, supporting people in hospital in partnership with South London and Maudsley NHS Foundation Trust.



## september

Our Experts by Experience Training Programme continued to grow — this month training members of Police Now's graduate leadership programme.



## june

Our Institute of Leadership & Management accredited training programme launched with 110 of our staff taking part.

## march

We were preparing for the opening of seven new services in April and our Crisis House Team were shortlisted for a Housing Heroes award.







Supporting positive change

Our services at a glance 2016-17

Specialism	Number of services
Mental health	41
Learning disabilities	17
Homelessness and complex needs	26
Young people and care leavers	19
<b>Total services</b>	<b>103</b>

Main photo: William receives support at Edward Alsop Court in Westminster.

We support some of the most disadvantaged people in our communities, working increasingly with individuals with multiple and complex needs.



90% of our services rated 'outstanding' or 'good' through our Quality Management System

### edward alsop court homelessness and complex needs, westminster

**THIS** year, we supported over 6,500 individuals to achieve their goals and begin moving forward with their lives. Our teams encourage people to reach their full potential, focusing on their skills, strengths and aspirations, not just their needs.

In April 2016, we began providing support at Edward Alsop Court, a 79 bed service in Westminster for homeless older men with complex needs such as alcohol dependency, mental health and physical health needs. Daniel, Contract Manager, explains his team's approach.

"Our service now supports individuals with much higher, more complex needs. We cannot do this alone, so we work with a wide range of specialist external agencies and organisations that all bring additional expertise and value to our work.

"As our customers tend to be older, many have long-term or chronic health conditions, often exacerbated by months, sometimes even years, living on the streets. So we make health and wellbeing a top priority for our service – each customer has an individual health plan, we have a nurse delivering surgeries within the service and an on-site counsellor who sees customers weekly.

"Many of our customers have a history of evictions, abandonments or placement breakdowns. Some initially struggle to engage, and developing trust in staff can be a

big challenge. Our response is to be patient, take our time and be as flexible as we can. For example, when people have struggled to stay indoors, we've let them stay here two or three nights a week, building up their time in the service as they become more comfortable with us and their surroundings. Building relationships doesn't happen overnight and it's my team's perseverance and dedication of which I am most proud.

"All our customers have different goals. For some it's about building life skills or entering treatment services, and for others it's about reconnecting with estranged family members or taking small steps to maintain their health. Whatever they want to achieve, we're committed to helping them get there."



Our customers are experts by experience, helping us to shape and deliver our services.

## matthew co-production and peer support

**THROUGH** our Peer Support Programme, we train people to support our customers, based on their shared experience and understanding of different issues and challenges.

Matthew was a Peer Support Volunteer at Edward Alsop Court and is now working as a Support Worker at one of our mental health services in Brent.

"I have my own history of mental health needs and after receiving some excellent support, I decided I wanted to give back. I was talking to my Care Co-ordinator about ways to move forward and she suggested I become a Peer Support Volunteer (PSV).

"It so happened that when I started looking for opportunities, Look Ahead were recruiting PSVs. I was accepted onto a six session training programme which covered active listening, confidentiality, safeguarding and co-production.

"I was placed at Edward Alsop Court and volunteered there for eight months. As a PSV, a large part of my role was to engage customers in conversation to reduce their social isolation. It was easy to relate to those customers who had similar experiences to me, but even when they didn't, I found I was still able to empathise and take on board what they were saying.

"I also had fun with the customers; I helped them set up activities and I set up a music group which went really well. I also let people know what was going on in the local area so they had the opportunity to engage with different people.

"The PSV programme brings benefits for both customers and volunteers. It lets the customers see from someone like them that recovery is possible. And the PSVs have the opportunity to develop new skills and confidence to move on with their lives.

"I've now got a job as a Support Worker at Look Ahead and I work full-time in a service for people with mental health needs in Brent. I'm really enjoying it and my experiences as a volunteer definitely helped me get here."

- 18 of our services currently have Peer Support Volunteers
- 90 customers are receiving peer support

## syanne milton keynes young people's service

**OUR** young people and care leavers' services pride themselves on providing aspirational support – encouraging customers to aim high and providing the right support to help them get there. Supporting our young people into education, training and work is a top priority.

We believe in our customers every step of the way, like we did with Syanne, who we're currently supporting at our new young people's service in Milton Keynes.

"When my mum and dad separated there was a court case and my eight younger siblings and I were put into care. Coming from such a big family it was hard to deal with being apart from them. I didn't like the accommodation I was placed in and I wasn't in a good place.

"I wanted more independence and I suggested I'd like to try living in a hostel – that's when I came here. I was nervous at first but also happy to be more independent and have my own space. Staff immediately introduced themselves to me and ever since they've really helped me.

"Due to a difficult situation when I was 17 I couldn't complete my A-levels and go to university like I'd planned. It was a hard time but to help keep my mind occupied my Support Worker, Ali, suggested I get involved with the Prince's Trust, and through that I got a job at Marks & Spencer where I learnt a lot. I now work at Clarks, but in the future I want to finish my A-levels or pursue a business apprenticeship and Ali is helping me access professional advice to achieve this. I want to make something of myself; even though I've lost quite a bit I owe it to myself not to let that stop me achieving things.

"I find it easy to trust staff here – they go above and beyond to listen to you and see what your needs are. They always have lots of different ideas of what might help or what you can do. I feel very lucky to be here and have this support."

With the right support, our customers can take control and move forward with their lives.





**Integrated  
health,  
social care  
and housing**

## **HAWK service** mental health, croydon

**BY** working together, we can provide support where and when individuals need it most.

Early this year we opened a pilot service with South London and Maudsley (SLAM) NHS Foundation Trust where our Housing and Advice Workers (HAWKs) work at Bethlem Royal Hospital to reduce delayed hospital discharges due to patients having housing problems. HAWK Dan tells us about this innovative new service.

"I work with inpatients across three wards at Bethlem Royal Hospital. They're referred to me when the Home Treatment Team becomes aware of housing problems which might prevent a patient being discharged home.

"I often sit in on ward rounds to get an idea of the patient's overall wellbeing and condition. I find out things like: are they homeless, can their tenancy be sustained, do they need supported housing?"

"One patient was admitted to hospital because she had anxiety due to domestic abuse. She had been living in supported housing to flee the abuse but wasn't happy there and told us that she felt she would be at risk if she had to return there. This is exactly the kind of blockage this role was created to tackle – she was blocking a hospital bed and in theory a supported housing bed as well. Because I know the housing system I knew that she could be fast tracked for local authority support and I was able to negotiate with the council to arrange this.

"I can also speed up the process for patients who need supported housing and I'm able to attend viewings with those looking for accommodation in the private rented sector.

"The service is still in a pilot stage, but eventually, we would love to roll the model out in other boroughs to help more hospitals and patients. So far, the feedback from the clinicians at the hospital has been really positive; they definitely recognise the need for a service like this. Nurses and doctors simply don't have the time or the specialist housing knowledge to support patients in this way, and we can help fill this gap. The clinical staff I work with are so stretched, and knowing that I'm doing something to ease their burden is really rewarding."

**Innovative partnership working is crucial in delivering excellent services and integrating health, social care and housing at the front line.**

"The feedback from the clinicians at the hospital has been really positive"

Welcome to  
**Bethlem Royal  
Hospital**



Our services demonstrate positive outcomes and can reduce pressure on public services and funding.

### crisis house mental health, tower hamlets

**OUR** Crisis House service in Tower Hamlets offers a cost-effective alternative to hospital admission for people experiencing mental health crisis. People may also have been in hospital and need further support before returning home. David, Contract Manager, explains how partnership working with health is key to the success of the service.



The team at Crisis House support people who are experiencing a mental health crisis.

"Customers are referred to us by the Home Treatment Team (HTT), who work alongside us for the duration of a person's stay, which is usually around three weeks. Clinicians from the HTT visit the customers every two to three days and their lead psychiatrist sees everyone weekly. We have a very close working relationship with the HTT; we attend each other's team meetings and wherever possible, act as one team.

"As well as helping individuals identify why they might be experiencing a crisis in their mental health, our role is about signposting our customers to support in the community. We also provide two weeks of aftercare when people leave us so we can ensure they are supported to maintain their recovery. We recognise that support can come from a variety of places so it's important that services work together to get the best outcome for each customer.

"Our staff team come from a variety of backgrounds such as psychology and nursing, and we currently have some students on placement with us who are doing courses in psychology and counselling. They're here to experience working in a mental health setting and we have the benefit of learning about current clinical trends.

"I'm very proud of a lot of things about Crisis House: our staff team, how we work with health, and how our customers often end up supporting each other. Our place on the 2017 Housing Heroes Awards shortlist for Support and Care Team of the Year has been the icing on the cake.

"The customers who have been in hospital say it's very different here – we look beyond the clinical to work with the whole person. No matter how closed a person may be when they come to us, they do open up during their time with us, and we know this openness is often the first, crucial step to their recovery."



*Building on the success of our Crisis House, in April 2017, we began providing support at three Recovery Houses in North London, in partnership with Barnet, Enfield and Haringey Mental Health Trust. These houses provide short-term therapeutic accommodation of up to two weeks for those experiencing crisis or needing more support following hospital discharge.*

*The staff team includes a number of specialist roles including Band 5 Registered Nurses, a Family and Carer Liaison Worker and Resettlement Workers. Support focuses on maintaining and improving customers' quality of life as well as promoting independence and enablement.*





## Specialist housing promoting independence



The team at our Tabard Forensic Service support men with mental health needs and offending histories.

The right housing can make all the difference to an individual and is a key part of our service offer.

**WHETHER** it's redeveloping our properties to meet specialist needs, offering community-based alternatives to inpatient facilities, or partnering with assistive technology specialists to pilot innovative new solutions, we're committed to making sure our housing works for the people we support.

## tabard forensic service mental health, tower hamlets

We manage 2,400 properties across London and the South East, many of which we own.

**LOCATED** in East London, our Tabard Forensic Service offers accommodation-based support for men with mental health needs and offending histories. Commissioned by the local authority and NHS Clinical Commissioning Group, the service was co-designed by Look Ahead and the East London NHS Foundation Trust (ELFT) to deliver a safe, recovery-orientated service as a critical part of the pathway from secure inpatient services to independence in the community.

The service is located in a property we own and redeveloped for the specific purpose of housing this specialist service. The redevelopment delivered 19 self-contained flats as well as communal and office space, and represented the transformation of an existing low contract value supported housing scheme.

An independent evaluation by HACT in 2017 found that the service:

- Represents a cost-effective alternative to both secure inpatient services and local authority or private sector residential care, when comparing on a cost per unit basis.
- Is a vital part of the local wider forensic mental health pathway, providing effective step-down both within the service and from the service to a community setting.
- Has high stakeholder confidence, stemming from the integration of Look Ahead support staff into each individual's care team, as well as the service's position within the redesigned pathway.
- Has demonstrated that small, community based provision can help deliver the government's Five Year Forward View for Mental Health's goal of reducing inpatient beds and readmissions.



With the right support and housing, our customers can live independently in the community.



We were delighted to win at the 2017 UK Housing Awards.



Our Nimrod House service in Newham.

We have 10 services registered with the CQC and all of them are rated 'Good'.

## nimrod house

### learning disabilities, newham

**CUSTOMERS** living in our properties and those owned by our partners, can expect high quality homes that meet their individual needs.

We were proud to recently win a 2017 UK Housing Award for our Nimrod House service in the category of 'an outstanding approach to meeting specialist housing needs'.

Nimrod House opened last year in response to the government's Transforming Care agenda and supports people with learning disabilities and autism who may otherwise have to be accommodated in hospital or secure units, often away from their home borough and away from their loved ones.

Nimrod House features five self-contained flats, each tailored to individual customer needs, complete with bespoke features and appropriate assistive technology. It was an existing Look Ahead building which we significantly re-developed to offer a unique combination of registered care and supported living services under one roof, working closely with clinicians and local partners.

The judges were impressed with how Nimrod House offers significant savings to the public purse by taking people out of long-term hospital care, through working closely with commissioners, families and customers.

Look Ahead staff were joined by one of the customer's family members at the awards ceremony and everyone was delighted at our success.



## keith

### bracknell supported living learning disabilities service

**AFTER** moving out of his family home, Keith, who has learning disabilities, spent many years living in hospital and then in 24-hour supported accommodation.

This year, we are supporting Keith to live in a house in Bracknell with no night staff for the first time.

"I had a happy childhood living at home with my mother and two brothers.

"Later on, I ended up staying in hospital for many years; I missed doing the things that I can do for myself such as cooking and cleaning. After that, I lived in a number of different places with different staff and residents. I found it very difficult as things were always changing.

"I moved to a Look Ahead house earlier this year and live here with two other housemates. I am now able to do my own washing and cooking with support from my team; they also help me keep my room and common areas of my house clean and tidy. I am spending lots of time in the garden and want to make sure it looks lovely for the summer.

"I don't have staff support at night here which made me anxious at first as I wasn't used to it, but now staff have arranged for me to have a personal alarm which I wear as a pendant around my neck which I can press if I get worried. This has helped me feel much safer and more relaxed when at home at night.

"My mother passed away a long time ago and I don't have any contact with my brothers, so I spend my time with my housemates and the staff, and I keep busy with my activities. I take part in lots of activities with other Look Ahead customers such as drama and kick-boxing. I'm also doing a cooking course which I really enjoy and hope to get a job cooking in the future.

"I want to stay with Look Ahead because I like my staff team; they take good care of me and I am enjoying living in my own home."



We couldn't have achieved everything we have this year without our 1,000 incredible staff members.



**Staff who are passionate about what they do**



"I wanted a job where I felt I would be making a meaningful difference"

### **barnaby** contract manager, lambeth

**THE** care and support sector is an exciting and rewarding place to work and at Look Ahead we offer a variety of opportunities for career development. Barnaby, one of our Contract Managers, started with us as a Support Worker after many years working in the private sector.

"I'd spent over 15 years at Land Rover, working as a general manager. It was a good job but I started to feel I was doing the same thing month in, month out. I needed a change, and I wanted a job where I felt I would be making a meaningful difference.

"I was interested in working in mental health, and was encouraged when I read a staff case study on the Look Ahead website who had come from the same sector as me.

"I joined Look Ahead in December 2014 as a Support Worker in a mental health visiting support service. I found this work rewarding, not to mention extremely different to what I'd done previously! I quickly learnt that I was in a position where I could help affect real change for the people we support.

"I progressed to become a Team Leader before successfully applying to be Contract Manager for a new mental health service in Lambeth. Whether it's helping with practical problems, social issues or any worries that may be holding them back, we work in partnership with local mental health teams to find solutions that work for each person.

"Seeing how much of a difference my team are making to the people we support has been inspirational. One customer I supported said that I had helped him a great deal but I had never told him what to do, pressured him or made him feel guilty if he didn't feel up to something. He said this approach had really helped him reduce his alcohol use; outcomes like this are the reason why I joined Look Ahead.

"There are a lot of opportunities to learn and grow at Look Ahead and I've had the benefit of some fantastic Institute of Leadership & Management (ILM) training which I completed early this year. Not only has the ILM given me a recognised qualification, it has also helped me understand my management style and get the best from my team. This has a positive impact on the support that we provide for our customers. Look Ahead has definitely had a positive impact on my life too."



Our workforce is diverse, bringing together people with different skills, backgrounds and experiences.



*Our Expert by Experience (EbE) programme allows those with lived experience to train our staff and external agencies on the issues they have experienced such as mental health, gangs and substance misuse. In 2016-17, our EbE team trained over 500 staff and over 150 external participants.*

Ruzina (left) supports customers in Tower Hamlets.



**ruzina**  
support worker,  
tower hamlets

*"This apprenticeship has given me even more drive and opportunity to follow my ambitions"*

**WHERE** possible we seek to employ our customers or those with experience of using services. Ruzina is now working in one of our mental health services after completing an apprenticeship with us.

"Growing up I experienced many difficulties but a Support Worker helped me to turn my life around for the better. Her belief in me inspired me to use my passion and life experience to help others.

"I started as an Apprentice Support Worker nearly two years ago at a Look Ahead mental health service for customers with high support needs. Having completed my NVQ Level 2 in Health and Social Care, I'm now a Support Worker and on my way to completing NVQ Level 3.

"The apprenticeship gave me a greater awareness and understanding of supporting people through their own difficulties and vulnerabilities. I've learnt that there is often more going on in an individual's life that you might realise.

"For me to be where I am now is a huge achievement; through persistence I have overcome many knockbacks and challenges. Even as a self-motivated person, this apprenticeship has given me even more drive and opportunity to follow my ambitions.

"I want to learn and progress within Look Ahead and I'll soon be taking an Institute of Leadership and Management course so that I can move into a Team Leader role and then apply my skills within a Head Office team. My experience with Look Ahead has made a real difference to my life and future."



## map – where we delivered services in 2016-17



**IN** 2016/17 we delivered care, support and accommodation services across 25 local authorities across London and the South East.

## governance

### SENIOR LEADERSHIP TEAM

**Chris Hampson**, Chief Executive

**Lisa Bradley**, Chief Financial Officer

**Irmani Smallwood**, Director of Business Development and Innovation

**Alex Seery**, Director of Care

**Guy Robinson**, Director of Housing and Support

**Julie Blair**, Director of People

### BOARD OF MANAGEMENT

**Stephen Alexander**, Chairman (until 28th June 2017)  
*Chairman, Dairy Crest Group PLC Partner, OpCapita LLP*

**Julie Jones CBE**, Chairman (from 28th June 2017)  
*Trustee, Sir Simon Milton Foundation  
Non-Executive Director, Open Door Homes  
Co-Chair, ADASS Associates*

**Moira Sinclair**, Deputy Chairman (until 28th June 2017)  
*Chief Executive, Paul Hamlyn Foundation  
Independent Committee Member, Arts Impact Fund  
Chairman, East London Dance*

**Jane Hives**, Chair of Performance Review Committee  
*Chartered Accountant and Consultant  
Voluntary Treasurer, The Pixel Fund*

**Professor Sean Duggan**  
*Chief Executive, Mental Health Network, NHS Confederation*

**Graham Buckland**  
*Non-Executive Director, AIB Group (UK) PLC*

**Chris Dobson**  
*Director, EY LLP*

**Robert Drummond** (from June 2017)  
*Chairman, Guy's & St Thomas' Enterprises Ltd*

## closing remarks

**IN** six and a half years as Chairman of Look Ahead, I have seen constants and I have seen changes. The foundations on which Look Ahead depends are the energy and dynamism of the organisation, its staff and its customers. These are as much in evidence today as ever which can be seen in the pages of this Annual Review.

There have been a number of changes during my time here; we are now a significantly larger organisation with more services across London and the South East. We work in much closer partnership with the health sector and we are increasingly supporting people with far more complex and specialist needs.

There have also been a number of constants; an appetite for innovation, a commitment to customer choice, control and co-production but above all, a passion at every level of this organisation for supporting some of the most vulnerable people in our communities to live independently and move forwards with their lives.

It has been an honour to have chaired this organisation. It has been both an inspiring and humbling experience. I would like to thank my Board colleagues and the Senior Leadership Team for both their support and guidance.



Most of all I would like to thank the many staff members and customers I have had the privilege of meeting during my time with Look Ahead. I wish you all the very best and am confident that you will have a very bright future.

**Stephen Alexander**  
Chairman



**Our Senior Leadership Team**  
Back row: Julie, Chris, Irmani  
Front row: Alex, Lisa, Guy





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