

 Look Ahead  
CARE, SUPPORT AND HOUSING

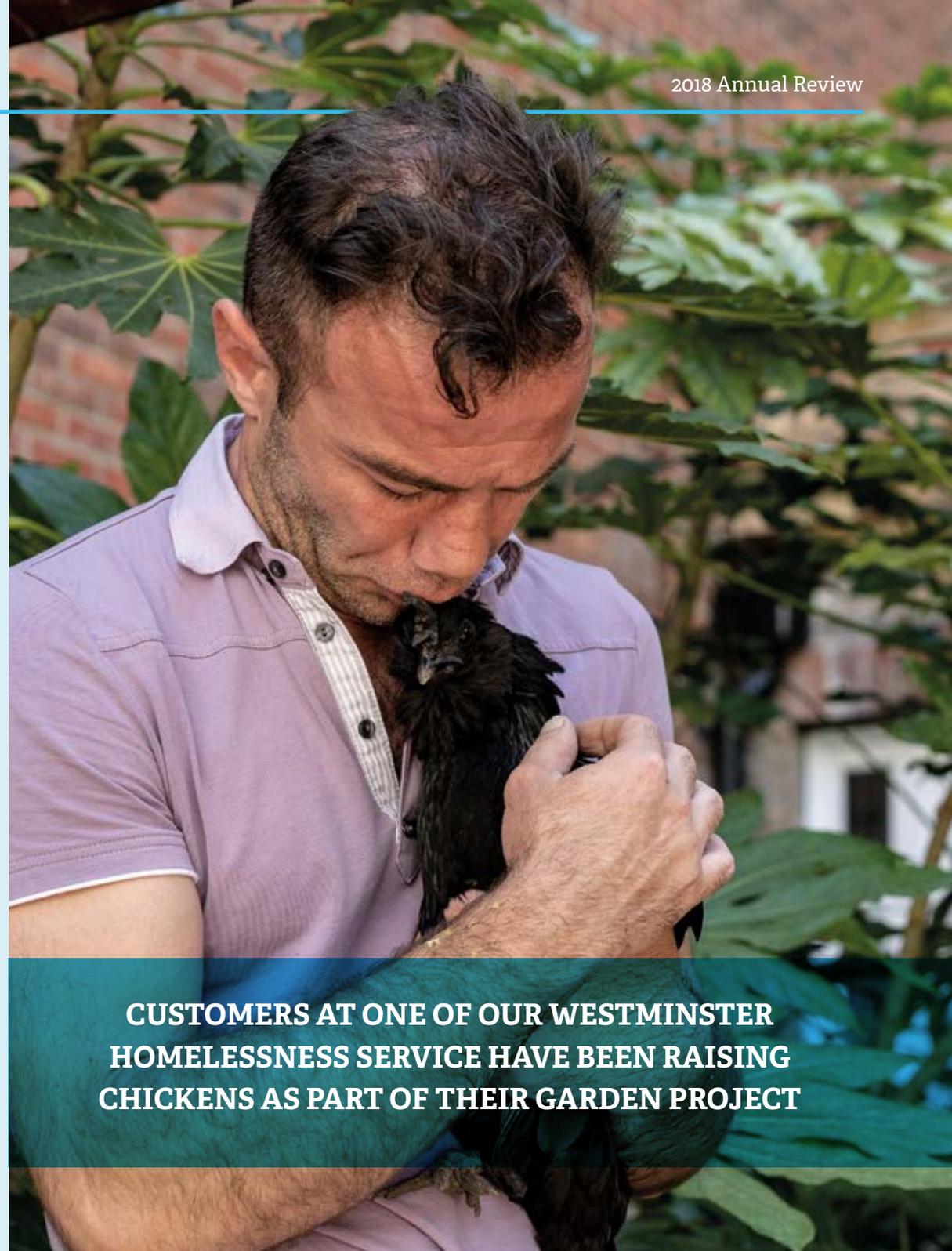
# annual review 2018



[www.lookahead.org.uk](http://www.lookahead.org.uk)

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**CUSTOMERS AT ONE OF OUR WESTMINSTER HOMELESSNESS SERVICE HAVE BEEN RAISING CHICKENS AS PART OF THEIR GARDEN PROJECT**

# our vision

## mission

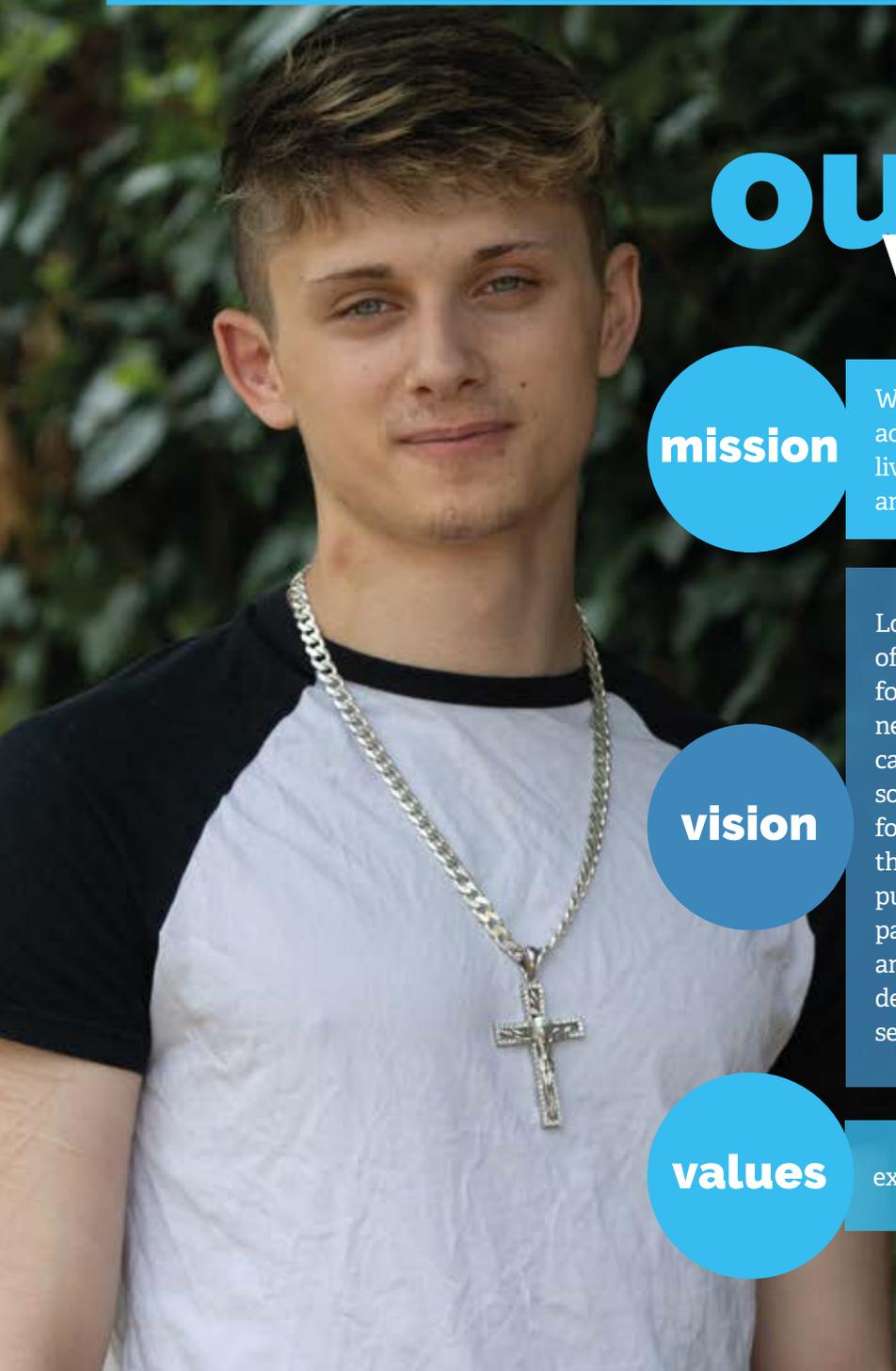
Working with people to make choices, achieve goals and take control of their lives through high quality care, support and housing.

## 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 housing and social care business that draws on the best work of both 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



# introduction: Chris Hampson

The past year has been both challenging and rewarding for Look Ahead. This Annual Review really captures the progress we are making in developing new and innovative partnerships that make a difference across all areas of our work.

Housing and social care is a difficult market to operate in, but this is where our roots lie. While others are choosing to move away from the sector, we have looked back to our many years of experience and expertise in social care and housing and are choosing to go deeper into this space.

Working as a housing association within the social care and health arena is not an easy option. There continue to be considerable budgetary constraints. To make it work you've got to work hard and you've got to make sure services are safe – the margins are tight, but the rewards are huge.

The services we are developing as a result of our new partnerships are ever more innovative and creative than in the past. This review shows that truly integrated

working between housing, social care, and health is not just about innovation and improving customers' lives, but also results in real monetary savings to the public purse.

It also highlights that it's not just about the big things – new buildings and services, or large contracts. We also reflect on the smaller things, such as our Lambeth LIFT project where we provide medical support to people in their own homes. And at our Kensington and Chelsea homelessness services, evictions have dropped significantly as an embedded PIE approach builds understanding between staff and customers.

I hope you enjoy reading this Annual Review, and that it gives you an insight into just what we and others can achieve, when we work in a genuinely integrated way.

**Chris Hampson**  
Chief Executive

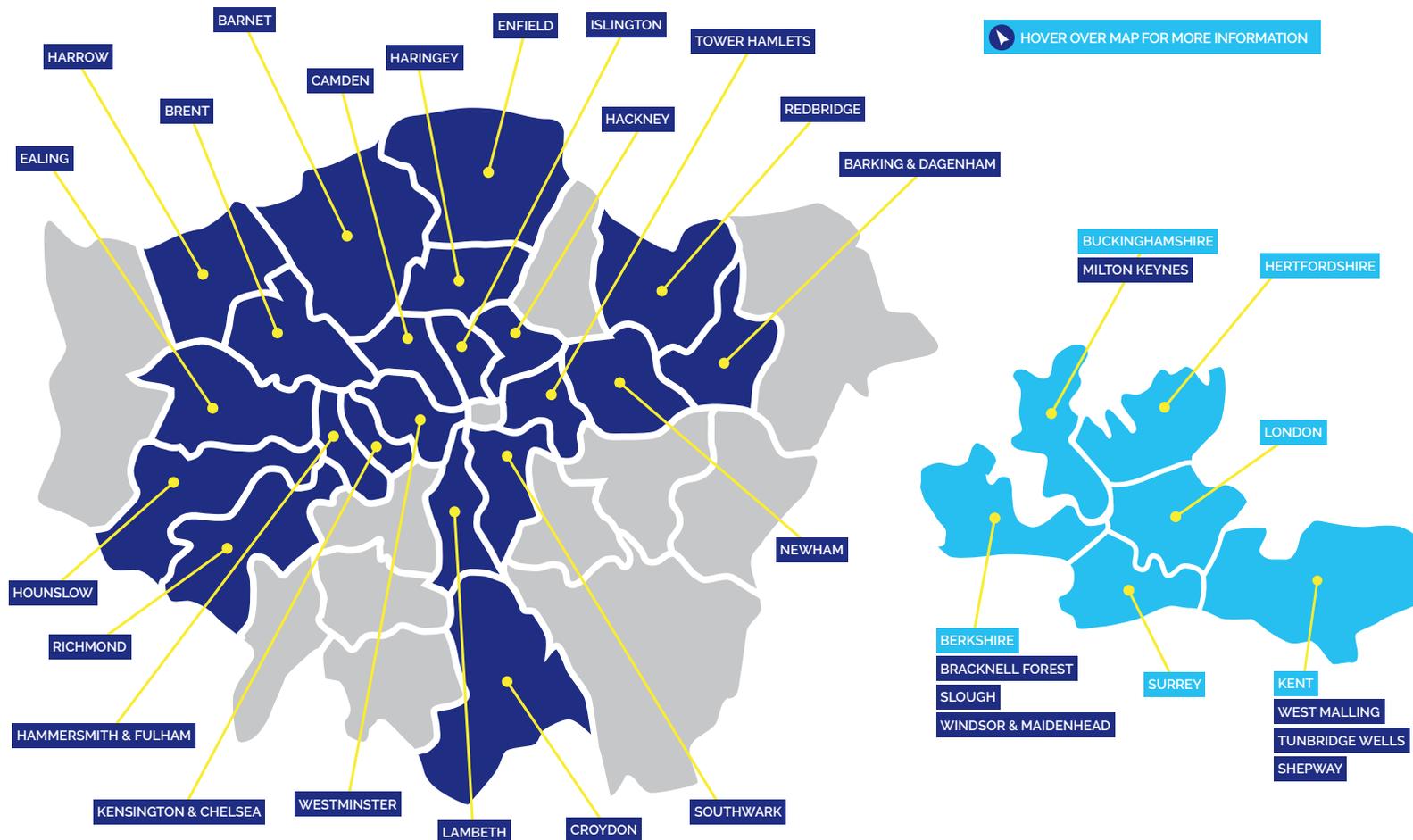


**IN 2017-2018 WE  
SUPPORTED MORE THAN**

**7,000**

**PEOPLE TO ACHIEVE THEIR  
GOALS AND BEGIN MOVING  
FORWARD WITH THEIR LIVES.**

# where we delivered services in 2017-18



HOVER OVER MAP FOR MORE INFORMATION



We deliver **113** care, support and accommodation services across **30** local authorities in London and the South East.

# 10

NEW SERVICES

# 1

NEW BOROUGH

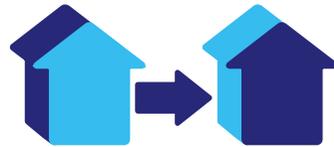
# Look Ahead in numbers



# Look Ahead in numbers



**1** Independent evaluation



**295** Planned move ons



**83%** Services rated good or outstanding



**4,011** delegates benefited from internal development workshops



**113** services



**30** local authorities



**2300** bedspaces



**89%** of registered services rated good or outstanding by the CQC



# mental health

**Innovative partnership working and trust between health, social care and housing providers is crucial to delivering excellent services. Our new models of care in the community can reduce pressure on hospitals, address the challenges in both health and social care, promote independence, safety and wellbeing and enhance links with the community.**

## **Barnet, Enfield and Haringey Recovery Houses**

Look Ahead provides five mental health crisis and recovery services across Tower Hamlets, Barnet, Enfield, Haringey (BEH) and Islington.

Our three Recovery Houses in BEH work in close partnership with BEH NHS Mental Health Trust to provide short-term accommodation for those experiencing crisis or needing additional support following hospital discharge.

Our team works closely with the NHS Crisis Resolution and Home Treatment Team (CRHTT), bed managers, Discharge Intervention Team (DIT) and Liaison Team.

Our Resettlement Worker works with the DIT, care coordinators and local authority housing departments to ensure that customers are safely discharged to more suitable accommodation. This relieves pressure on beds and reduces the need for expensive out-of-borough placements.

Effective partnership working with the CRHTT, who are responsible for medical intervention, promotes engagement with treatment plans.

A woman with short brown hair, wearing a bright pink tank top, is smiling and holding a silver horizontal bar. She is standing in front of a brick building with a window. The background is slightly blurred.

Look Ahead are solution-focused and take an evidence-based approach. When something happens, they make suggestions as to what could be done to prevent it happening in the future. We work as a team – for me, that is the only way forward to have a well-integrated, collaborative way of working.”

Theo Bello  
Assistant Clinical Director of Haringey  
Mental Health Services



A CRISIS HOUSE BED COSTS

**£65,000**

PER YEAR, WHILE  
AN ADULT ACUTE BED COSTS

**£146,000**

FEWER THAN

**7%**

OF RECOVERY HOUSE  
CUSTOMERS ARE RE-ADMITTED  
TO THE SERVICE

**94%**

OF CUSTOMERS RECOMMEND  
THE SERVICE TO OTHERS

# mental health



## Lambeth LIFT GP

The Look Ahead Integrated Fulfilment Team (LIFT) service provides medication support to customers in their own homes. From its inception in 2017, the service has reduced pressure on local GPs and hospitals and saved the NHS money by reducing the need for costly residential care and enabling people in need to live in the community.

Early in 2018 we expanded this service through merging with the local GP+ service. The new LIFT GP service provides an innovative new care coordination offer which targets individuals with a serious mental illness and multiple long-term health conditions.

The multi-agency LIFT GP team brings together the expertise of Specialist Support Workers and clinical support to work with people who have not previously been identified as requiring care coordination due to their lack of engagement with services.

Working directly with GPs, the service ensures that people with mental health needs are supported to live independently in the community with medication management for both their mental health and long-term conditions (for example diabetes). Staff undertake specialist medications support training alongside required NHS-run training to support the needs of individuals with both long-term mental and physical health conditions.



**This is the first time such partnership working has happened in Lambeth, across mental health specialists, GPs and the voluntary sector. We are piloting a new skills mix which works in a more integrated way, recognising the importance of supporting someone to manage their life alongside clinical intervention, rather than offering a clinical solution only.**

**I have been particularly impressed by Look Ahead's flexibility in piloting this new way of working, the additional training that has taken place around physical health care needs, and flexing their existing support planning approach in taking a more holistic role."**

**Sue Field  
Programme Director, Provider Alliance Group (PAG)/Integrated Personalised Support Alliance (IPSA)**



## ISLINGTON SHORT-TERM CRISIS ACCOMMODATION

In March 2018 we began delivery of the Islington Short-term Crisis Accommodation service, in partnership with Camden and Islington NHS Foundation Trust. The service provides support for 12 individuals who stay at the service for up to two weeks, with an additional six weeks of aftercare as required.

## HACT EVALUATION OF TABARD FORENSIC SERVICE

Tabard Forensic Service supports 19 male residents aged 18 to 74 who are affected by serious and enduring mental health issues and have significant offending histories.

HACT's evaluation found that per unit, per week the service is:

- **£2,972 cheaper** than the average cost of a medium-secure mental health inpatient service
- **£2,412 cheaper** than the average cost of a low-secure mental health inpatient service
- **£377 cheaper** than the average cost of a local authority residential care service

# Learning disabilities

With the right support, many of our customers are able to live independently in the community, even when they have previously spent years in secure settings.

We provide a number of bespoke Transforming Care services for individuals resettling from long-stay hospital accommodation, often after several years.

Customers living in our properties can expect high quality homes that meet their individual needs and support them towards living independently.

## Stratford Road

In 2017 we were commissioned by Newham Clinical Commissioning Group to deliver a bespoke support package for an individual with very high learning disabilities and complex needs stepping down into the community from an out-of-borough inpatient placement.

We refitted and repurposed an existing building to enable us to meet the needs of very complex people within a homely environment. This latest addition to our Transforming Care portfolio now houses two customers, one in a CQC-registered supported living setting, and one in an independent flat with residential care.

The service is CQC-registered and staffed 24 hours a day. Keeping our customers safe and well is our highest priority.

## David\*

Before moving to Look Ahead, David\*, 23, was in an expensive out-of-borough inpatient placement in Colchester, while his family remained in London. He now lives happily at Stratford Road supported by three full-time support workers and sees his family regularly.

\*Name has been changed

DAVID'S\* PLACEMENT AT  
STRATFORD ROAD IS  
**17% CHEAPER**  
THAN A HIGH SECURE  
HOSPITAL PLACEMENT



David's\* support team at Stratford Road



## Antill Road Day Service

At Antill Road we provide person-centred care and support for adults with profound and multiple learning disabilities, often including severe physical disabilities and complex healthcare needs.

The service offers essential respite to families, enabling their loved one to live at home without the need for more costly full-time residential care or supported living. Our trained staff, physiotherapists and other health professionals work closely with other local services and the local community. Since retaining the service we have developed the provision, offering a wider range of activities and more flexible hours suitable to families.



**It gives me a chance to do jobs that I couldn't do with him here. Although he can't speak I know he really enjoys it because he's happy when the bus picks him up and he comes home in a good mood."**

**Parent**

## What is a Psychologically Informed Environment (PIE)?

A Psychologically Informed Environment (PIE) takes into account the history and life experiences of customers and staff and provides a framework for reflection on how these factors affect the way we interact.

The people we support have all experienced various degrees of trauma and distress and will often exhibit what can be perceived as challenging behaviour. Staff at a PIE service will understand that behaviours which are perceived as challenging are the expression of the individual's emotions given their lived experience. By accepting this vital principle we are better able to understand the needs of the people we are working with.

We are aiming to introduce PIE across 500 bed-spaces in London; services already using a PIE approach have seen reduced evictions, a decrease in serious incidents and better staff retention. In June 2017 as part of our commitment to embedding a PIE approach we re-launched See Think Act, our own framework co-designed by operations staff, central services staff and external experts.



# young people and care leavers



We deliver 21 specialist services for 12 local authorities, supporting more than 1,200 young people every year to make the transition from care to adulthood and independence.

Our offer is personalised and flexible, provided by caring, compassionate staff with a strong focus on ambition and aspiration. We're passionate about supporting our young people to fulfil their potential and move onto happy, independent lives.

## Hounslow Young People

Hounslow Young People is the first Look Ahead service in Hounslow and the first time we have delivered a complete young people pathway within a borough. The service supports 74 customers across six sites, including two mother and baby units, and is moving towards supporting young people with higher needs.

The service is founded on positive partnerships formed with key NHS and social care stakeholders.

Therapist and Group Facilitator **Valentina** supports customers and staff in different ways as part of a **Psychologically Informed Environment (PIE)**.



My work is part of developing a PIE which better responds to the challenges presented by our young people. I support staff's emotional needs to improve their motivation and develop their aspirations within the organisation.

I work with customers through one-to-one and group sessions and support staff by facilitating reflective practice, complex case discussion and specialist training.

I also lead on building relationships with other mental health agencies in order to increase partnerships within the borough.

Supporting the team in developing a psychological framework is essential to providing therapeutic support and helping young people to address their emotional needs and shape their lives."

### **Aleksandra, Housing Officer**

Aleks was 17 when she moved into our Southwark Young People supported accommodation service, after her relationship with her mother broke down. She lived with us for three years, during which she trained as one of our Peer Support Volunteers and gained her BSc in Criminology through London South Bank University. She has recently started work as one of our newest Housing Officers.

I volunteered with Look Ahead when I was at university, and it showed me that this was the field I wanted to go into. Volunteering gave me the confidence and knowledge to become a support worker, and I pushed myself further by applying successfully for a housing officer position.

My support worker motivated me a lot, she noticed when I stopped going to college and sorted me out.

Without having a stable place I wouldn't have been able to finish university and be where I am now."

**OUR 49 PEER SUPPORT VOLUNTEERS AND  
24 EXPERTS BY EXPERIENCE VOLUNTEERS  
DEVELOP THEIR SKILLS AND CONFIDENCE  
THROUGH OUR SPECIALIST TRAINING COURSES.**



# homelessness and complex needs

Look Ahead's roots are in providing support to those experiencing homelessness and we're still a major provider of homelessness and rough sleeping services in London and the South East.

With 31 services across London, this continues to be an area where we excel and innovate. In 2017-2018 our homelessness services provided more than 700 bed-spaces, and we supported more than 1,100 people to achieve their goals and begin moving forward with their lives.

**We don't write people off. While they are still living and breathing we will do everything we can to help them."**

**Staff member**



## Kensington and Chelsea Homelessness Services

Our homelessness and complex needs service at Cromwell Road was one of our first services to use a Psychologically Informed Environment (PIE) approach.

The team practices a flexible approach to working with behaviour that challenges which has resulted in a dramatic drop in evictions. They have developed a positive, supportive team culture where reflective practice is firmly embedded.

As an example, there was a serious incident when the Contract Manager was on leave. Afterwards and without being prompted, staff set up a debrief and reflective practice session. The session provided all the staff involved with a safe space within which they could explore how they felt, why they felt this way and, most importantly, that no matter how they felt it was acknowledged in a non-judgmental manner.

Customers are aware of the change in culture and are encouraged to reflect on why they behave in a certain way and how they could behave differently.



# homelessness and complex needs

## Impact of PIE approach on evictions:

Evictions from  
Cromwell Road  
**dropped by half**  
between 2016 and 2017

Evictions  
due to  
challenging  
behaviour  
dropped from  
**70% to 20%**

## John West House

As an organisation, we're always ready to go the extra mile. In October 2017 we opened John West House, a new night shelter in Windsor and Maidenhead.

We were approached by the borough after their agreement with another provider broke down and staff worked tirelessly to set up and open the service within four weeks.

The shelter provides a safe place to sleep for up to eight people who are currently rough sleeping or living in temporary accommodation.





**Miles, John West House**

I've been at John West House since early this year, when my relationship with my girlfriend broke down.

I was using heroin for around 15 years. I'd been at Resilience Drug and Alcohol Service for a few years on and off before, but I've been clean for three months now.

My first child is due soon, and I have a rough plan in place. I'm going to gain my electrical qualification, save up for a deposit for a flat, and take steps to move on. My qualification is already paid for, then it's a matter of getting housed and finding full-time employment.

A big part of my success is down to being here, the stability and support I get. We can go to them with anything and know we won't be judged.

Once I've moved on I'll come back to visit, especially once the baby comes."



## Choir with No Name

In early 2018 Look Ahead and The Choir with No Name partnered to launch a central London choir for homeless and marginalised people in the capital.

Through our partnership we fund a part-time choir manager who brings years of experience running Look Ahead homelessness accommodation services. As well as day to day choir management, the manager provides choir members with direct personal support, including signposting, and access to Look Ahead's and other homelessness support services.

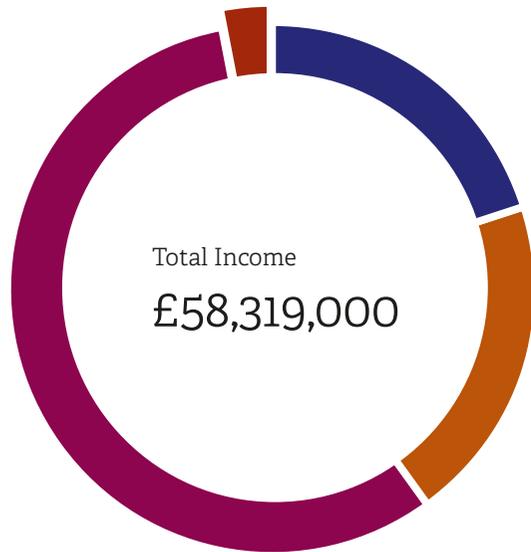
“

**We have counted Look Ahead as a close ally in London over the years and we are delighted to have launched our London superchoir with them. The weekly service we provide for choir members remains just as brilliant, but our members now have easier access to a wider range of essential services.”**

**Marie Benton**  
Founder and Chief Executive of  
The Choir with No Name

# Look Ahead in numbers

**Income 2017-2018**



- Social Housing Lettings - owned properties 20%
- Social Housing Lettings - managed 20%
- Care and support contracts 57%
- Other income 3%

**Expenditure 2017-2018**



- Social Housing Lettings - owned properties 15%
- Social Housing Lettings - managed 23%
- Care and support contracts 61%
- Other expenditure 1%

**Surplus 2017-2018**

Money to be reinvested into services

**£703,000**

# closing remarks

## Julie Jones

With several years' experience on Look Ahead's Board, I became Chair of Look Ahead in July 2017 when Stephen Alexander stepped down. My first year as Chair has been both challenging and inspiring, as we face severe financial pressures on local government and the NHS, while we see more urgent need for our services to meet the needs of our customers.

As I go out to meet customers I see the dedication and resilience of our staff. This year we welcomed two new board members who bring fresh expertise from across the care and housing sectors. All of our board and staff are truly committed to living our values and supporting some of the most vulnerable people in our communities to move forward with their lives.

Quality and safety remain a key focus for us. We constantly look to improve, meeting the high standards set by the Care Quality Commission and Homes England. Ratings at our CQC-regulated services are good, and in February this year Homes England confirmed that Look Ahead has maintained our G1 V1 rating, meeting governance and viability requirements as set out in their governance and financial viability standard.

It is a challenging road ahead, but as always, our customers remain our focus. Their needs drive our vision and working with them, not for them, will shape our future.

**Julie Jones CBE**  
**Look Ahead Chair**



# governance

## Senior Leadership Team

**Chris Hampson**, Chief Executive

**Tahseen Sherwani**, Chief Financial Officer

**Alex Seery**, Director of Care

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

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

**Julie Blair**, Director of People

## Board of Management

**Julie Jones CBE**, Chairman from June 2017  
Trustee, Sir Simon Milton Foundation  
Non-Executive Director, Open Door Homes

**Jane Hives**, Chair of Audit and Risk Committee  
Chartered Accountant and Consultant  
Volunteer Treasurer, The Pixel Fund

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

**Graham Buckland**, Chair of Investment and Treasury Committee, Non-Executive Director, AIB Group UK PLC

**Chris Dobson**, Director, EY LLP

**Robert Drummond**, Chairman, Guy's & St Thomas' Enterprises Ltd (until August 2018)

**Tom Dacey**, Board Member, Aldwyck Housing Group; Non-Executive Director, Ezee Living

**Richard Jones CBE**, Chair of the charity Shared Lives Plus, Trustee, Action on Hearing Loss  
Non Executive Director, Anchor

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



**Look Ahead, Kings Buildings, 16 Smith Square, London, SW1P 3HQ**

