

A photograph of four diverse individuals sitting on concrete steps in front of a dark, ornate door. From left to right: a Black man with glasses wearing a black t-shirt and dark pants; a woman with bright red hair wearing a red polka-dot sleeveless top and dark pants; a Black man wearing a grey beanie, a blue cable-knit sweater, and a colorful beaded necklace; and a man with short dark hair wearing a light blue button-down shirt and blue pants. They are all smiling and looking towards the camera. A white graphic frame with arrowheads at the corners surrounds the text 'in partnership'.

**in partnership**

 **Look Ahead**  
CARE, SUPPORT AND HOUSING

**Look Ahead's Year in Review 2019**

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



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**chief executive  
& chair**

**A** As an organisation that supports vulnerable people, Look Ahead is operating in undeniably difficult times; times characterised by funding cuts, political uncertainty and still no clear consensus over how the challenges of the UK's ongoing social care crisis will be met.

Whilst partnership has always been key to Look Ahead, it is in this context that collaboration becomes even more crucial, and we know this can look very different across our 115 services.

Partnerships between the NHS and our support teams helping to keep people out of hospital or return to their homes and families quicker.

Partnerships with developers and landlords to provide high quality accommodation for people who may never have had a home before.

Partnerships with our communities, voluntary sector agencies and, of course, our commissioners – without their support we would simply be unable to deliver the life-changing, often life-saving services that we do.

And crucially the partnerships between our passionate and dedicated staff and the individuals they deliver support to, who come to us at often the most vulnerable time in their lives.



We do not do the work we do in isolation. It is often said that it takes a village to raise a child and here at Look Ahead we truly believe it takes a community to support those in need. A community we are proud to show you through this year's review.

**Chris Hampson**  
Chief Executive

**P** Partnership is one of Look Ahead's key values. It was selected by our customers and staff, who both recognised its fundamental importance in the work we do and the services we deliver.

Our list of partners is long and ever increasing – health, housing, social care, criminal justice, the voluntary sector – to name just a few.

Integration matters at every level of the organisation and the benefits are tangible. We know, and the evidence shows, that services delivered in

partnership are of better quality and result in better outcomes for the people we support.

My role as Chair of the board at Look Ahead is supported by the positive relationships I have with my fellow board members. We work together to help steer the organisation's direction, offer constructive challenge and ensure our customers are at the centre of everything we do. I'm pleased that this has been strengthened over the last year with new board members joining us, bringing skills and experience from the NHS, law and communications.

As always, one of the most enjoyable parts of my role is seeing the partnerships that exist between Look Ahead staff and customers. The spirit and practice of co-production is embedded in everything we do.

Never was this more evident than at Look Ahead's annual Customer Celebration earlier this year. Customers, staff and partners came together to recognise and mark the triumphs and achievements of those who have come so far in the face of considerable challenges. Well done to you all.

**Julie Jones CBE**  
Chair



## Our mission

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

## Our values

- Excellence
- Aspiration
- Partnership
- Trust

**who  
we are**

## What we do

Look Ahead is a specialist housing association and provider of tailor-made care, support and accommodation services. We support thousands of people across London and the South East with a diverse range of needs, helping them to make individual choices, achieve goals and take control of their own lives.

With the right support, we know that our customers can realise their dreams and aspirations. Our customers are experts by experience – by encouraging individuals to identify and develop their own unique skills and abilities, we can support them to bring about positive change in both their own lives and those of the people around them.



## Who do we work with?

With over forty years in social care under our belt, we are experts through both practice and understanding. Today, we are proud to be the trusted partner of over 30 local authorities and health trusts, providing specialist support and care services for around 6500 people every year with a wide range of needs, including:

- **Mental health**
- **Learning disabilities**
- **Homelessness and complex needs**
- **Young people and care leavers**

Whether it's working with someone to achieve a positive change or providing specialist care, Look Ahead's experienced and passionate teams are committed to delivering high quality services across social care, health and housing that support independence and help transform lives.

# where we work



# London



## About our services

our year  
in numbers  
2018/19



6,386

NUMBER OF CUSTOMERS



115

NUMBER OF SERVICES



22

LEARNING DISABILITY  
SERVICES



40

MENTAL HEALTH  
SERVICES



30

HOMELESSNESS  
AND COMPLEX NEEDS  
SERVICES



23

YOUNG PEOPLE  
AND CARE LEAVERS'  
SERVICES

## About our quality



**92%**

CQC SERVICES RATED  
GOOD OR OUTSTANDING



**13**

NEW SERVICES



**99%**

VALUE OF EXISTING  
SERVICES RETAINED



**£6m**

VALUE OF NET NEW  
BUSINESS WON



**85%**

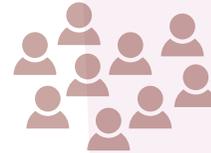
SERVICES RATED GOOD  
OR OUTSTANDING  
THROUGH OUR QUALITY  
MANAGEMENT SYSTEM



**88%**

CUSTOMERS RATE OUR  
SERVICES AS GOOD OR  
EXCELLENT

## About our staff



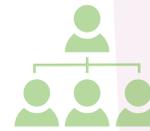
**978**

STAFF



**73**

STAFF COMPLETED  
ILM TRAINING



**100%**

OF OUR TEAM LEADERS  
INTERNALLY PROMOTED



**222**

STAFF COMPLETED OUR  
NEW INDUCTION



**85%**

STAFF PROUD OF  
THE WORK THEY DO



**55**

DIFFERENT TRAINING  
COURSES FOR STAFF

## YOUNG PEOPLE

We support young people, including care leavers, unaccompanied minors and young parents, through a range of supported living projects. Our staff support our young people to stay safe, develop life skills and engage in education, employment and training. Building trust with our young people, many of whom may have a mistrust of authorities and professionals, is vital. Our Anerley Station Road service opened in November 2018 following a significant refurbishment of one of Look Ahead's existing buildings. It is a specialist semi-independent living service for young people in and leaving care, and provides a high level of support for ten young people aged 16 - 21.

**customer  
& support worker**

## ANERLEY STATION ROAD • BROMLEY

**I'm originally from Algeria – I came over to the UK in October 2016. I came here to escape things back home – my family are still there. I came here to start my life again.**

Ian has been my support worker since I have moved in at the end of last year. He has helped me a lot; different things – college, budgeting, getting a dentist for some work I needed. When I first came here, I struggled to speak English. I now go to college four days a week in Lewisham to study English and other things.

This is the first time I have lived on my own. Ian says I am very house proud, I like looking after my flat here and cooking food from Algeria. I enjoy going to the gym and into central London. I did some volunteering and I would like to train to become an electrician. I think Ian will help me with that.

I would like to settle here and stay in the area when I move on. It's better for me here and I have made some new friends.

**Mohamed**  
Customer  
Look Ahead



**“I would like to train to become an electrician. I think Ian will help me with that”**

**I've been working at Anerley Station Road since December, though I've worked in the sector for over ten years. I enjoy front-line work, working directly with people and building relationships.**

It is a partnership between you and a customer. It's a real life relationship between two people and like real life, there're ups and downs, things don't always go smoothly. People go forward and back.

I've worked with Mohamed since December. I'd describe my approach as pragmatic. We meet for support sessions once a week, sometimes more, but we see each other most days. Language was a challenge at first and we used interpreters but his English now has really improved.

We sometimes have three way meetings with other professionals that might be involved – I can help to act as a mediator and to advocate on Mohamed's behalf. But it's been important to encourage Mohamed to have direct communication with others and to build his confidence and skills doing things. It's often a fine line – not being too on top of people but also not being too far back. It's important Mohamed knows I am here for him, that he can come to me for whatever he needs.

How would I describe Mohamed? Intelligent, proactive, disciplined and quite independent. He has achieved a lot so far. It would be easy to put my expectations onto Mohamed or the other young people I work with. But that's not the job. It's about supporting people to define their own expectations, their own goals and helping to facilitate ways for them to get there.

**Ian**  
**Support Worker**  
**Look Ahead**



*mohamed  
& ian*

**“It's about supporting people to define their own expectations”**



**CO-PRODUCTION, PEER SUPPORT  
AND ROUTES INTO WORK**

At Look Ahead, co-production runs through everything we do. We offer opportunities for our customers and staff to work together to recruit and train new starters, check the quality of our services and support other customers. Our Peer Support Volunteer programme offers people with lived experience the chance to develop skills and confidence to support our customers with similar experiences. For many the programme is a crucial first step towards further training, education or even employment.

**expert by experience  
& volunteering officer**

**I spent a lot of my childhood in care because of a difficult relationship with my mum. When I was 16, I left care and moved in with her in Birmingham. But it didn't work out and six months in, I packed my bags. As I had left care, I found myself homelessness with nowhere to go. I would wash in McDonald's and spend the nights riding night buses. Being on the streets is brutal; it's exhausting.**

I ended up in a hostel, turned my life around and managed to get a place at university to study sociology. I was battling depression while I was at university but despite that, I graduated last year.

I originally wanted to be a lawyer but time at the hostel changed my mind. When I was there, I had the most amazing support worker. She went above and beyond for me. I thought I want to do this – I want to be that person. I thought if I'd met her a year before things might have been different for me.

I came across Look Ahead when looking for work. I completed their Peer Support Volunteer training with Ferdinand, with the intention of volunteering to get some experience of working with people. But Ferdinand encouraged me to apply for paid support worker roles. At the start, I thought he was crazy to even suggest it. There was no way! But over time I started to listen to him – I started to think maybe I could do this.

Ferdinand helped me get my foot in the door. He helped me believe I could do this, help people. I didn't have great confidence but he put my mind at ease. Ferdinand made me realise my experiences could help me help others.

Now I'm a support worker for Look Ahead working with people with mental health needs in South London. I was invisible to so many people for so long and you start to doubt your own self-worth but I think my experiences have made me who I am today. When you've lived it, it's different, you know how it feels. Forget being a lawyer – this, working with people, settles my soul.

**Reanne**  
**Support Worker (previously**  
**a Peer Support Volunteer)**  
**Look Ahead**

**“Forget being a lawyer – this, working with people, settles my soul”**



*reanne*  
**& FERDINAND**

**I first met Reanne when I interviewed her for a place on our Peer Support Volunteer training. We offer training over seven weeks to help people with lived experience to develop their skills so they can offer peer support to people in our services.**

I saw something special in Reanne – emotional intelligence. I thought she would be very good at working with people, without directing or instructing them. I thought she would naturally do what we try to teach people – she just intrinsically had it. She'd been through it herself and you could tell she just really cared.

She doubted herself because she felt she hadn't got 'proper' experience. I know how that feels. When I became a support worker six years ago, I didn't have that either. I'd done lots of things in my life – hospitality, film and TV, gardening. I was even a barber for a while. I had lived experience but nothing on paper. But like Reanne, I had the intention and I wanted a career that was emotionally fulfilling.

We were both over the moon when Reanne got offered not one but two paid positions at Look Ahead. She had her pick. But I wasn't surprised – I knew Reanne could do it. She just needed someone to believe in her.

I moved into my current role as Volunteering Officer about 18 months ago. It's the best of both worlds as I still get so much contact with the people we support. My focus is on how to support people into paid employment. More than anything, that's what people coming onto our programmes want.

Everyone's experience is going to be different. There's not one path for everyone. What I'm interested in is finding the progression route and development that's right for each person.

**Ferdinand**  
**Volunteering Officer**  
**Look Ahead**



**“I knew Reanne could do it. She just needed someone to believe in her”**

A photograph of four diverse individuals sitting on steps in front of a dark, ornate door. From left to right: a Black man with glasses and a goatee wearing a black t-shirt; a woman with short red hair wearing a red polka-dot top; a Black man wearing a green beanie, a dark sweater, and a colorful beaded necklace; and a man with dark hair wearing a light blue button-down shirt. The text 'support team & health professionals' is overlaid in white and light blue on the image.

# support team & health professionals

## **MENTAL HEALTH**

**Look Ahead provide specialist mental health services at all stages of the care pathway and are proud to be one of the largest providers of crisis and recovery services across London. These services, delivered jointly with the NHS, provide an alternative to acute hospital admission and also offer support for individuals leaving wards. Our first ever Crisis House in Tower Hamlets recently won 'Support and Care Team of the Year' at the 2019 CIH Housing Heroes Awards. Our newest Crisis House is in Islington and opened in April 2018.**

## CRISIS HOUSE • ISLINGTON

**We have worked with CANDI's Crisis Team for just over a year – our work is very joined up with lots and lots of layers. We're in constant contact, in person, over the phone. If we've only spoken a couple of times in an afternoon, that's a very quiet day!**

The cases we deal with here can be very complex and it's really helpful that the CANDI Crisis Team often know these people and their backgrounds. It's been particularly helpful for staff that are new here or may have less experience. It's great to have such senior involvement from CANDI – their managers are very visible in the service and to our staff team. They are very much hands-on.

The partnership has been really beneficial for our wider staff team too. Our staff have visited the CANDI team up in Highgate, shadowing them and seeing how the single point of access works in practice. A clinical psychologist facilitates reflective practice sessions on a weekly basis with our team, allowing staff to reflect on challenging cases and enabling people to offload. She has also provided specialist personality disorder training for us, helping us to meet the needs of some of our customers with the highest needs.

CANDI have been here from the start, when we started our journey at the Crisis House. Their support and input at every level has been fantastic. They have enabled and empowered us to deliver this service. The partnership is still very new but together we are starting to achieve our goals.

### **Cheryl and JJ Islington Crisis House Look Ahead**



**CHERYL, SERVICE  
MANAGER, AND JJ,  
TEAM LEADER, WITH  
THE CANDI CRISIS  
TEAM**



**“It's great to have such senior involvement from CANDI”**



(CLOCKWISE FROM TOP LEFT)  
CHERYL, SERVICE  
MANAGER.  
CHARLENE, CANDI  
CRISIS TEAM.  
JJ, TEAM LEADER.  
NONIE AND DR  
TAHIR, CANDI  
CRISIS TEAM.



cheryl, JJ  
& the CANDI  
crisis team



**Everyone that comes into Look Ahead's Crisis House is under the care of CANDI's Crisis Team. We're a team of clinicians and health professionals; we bring clinical expertise to the house, oversee medication and medical issues, offer psychological input and help to manage risk. We also ensure the service is linked in to other parts of the Islington mental health pathway.**

Our team operate a single point of access across Islington. We can receive referrals from anyone – GPs, police, family members, people directly. It's important that it's as easy as possible for people to access crisis services when they need them.

We work together at every level of the service. Our team here will see residents several times during their stay here – we do joint assessments, medical reviews and work together to monitor each individual's progress. We also offer psychological reviews, which we know can be really beneficial for people.

Our joint weekly clinical meetings enable us to discuss individuals in the house and help to find the best way forward, whilst our monthly operational meetings provide an opportunity for a general check in, where we discuss how we can continue to make the service better for the people who need it.

Part of the role of doctors within the team is to educate Look Ahead's team not merely on psychiatry but on medical issues more widely. This might include potential side effects to look out for or the possible impact of underlying health conditions. This type of practical guidance really helps the team here on a daily basis.

We've learnt so many lessons over our many years of delivering crisis services in Islington. It's now about how we can share these with Look Ahead and how we work together. It's a live relationship; it's vicarious learning in the truest sense. There's been huge progress.

**Crisis Team  
Camden and Islington NHS  
Foundation Trust (CANDI)**

**“It's a live relationship; it's vicarious learning in the truest sense”**





# psychotherapist & head of operations

## **HOMELESSNESS AND COMPLEX NEEDS**

Look Ahead have been delivering homelessness services for over 45 years, including hostels, specialist supported housing and floating support services. These services support individuals who have multiple and often very complex needs. These might include substance misuse, physical and mental health needs, offending histories and experiences of trauma. We aim to deliver psychologically informed environments that meet individual's emotional and psychological needs across all our homelessness provision. One way in which we do this is by offering counselling and psychotherapy services directly in our services.

## COMPLEX NEEDS SERVICE • KENSINGTON AND CHELSEA

**I'm currently training to be a psycho-dynamic psychotherapist with The Tavistock and Portman NHS Foundation Trust. It's a clinical course and as part of my training, I do placements providing one-to-one psychotherapy directly to individuals.**

People often do these in NHS settings but Look Ahead offered me the opportunity to do it flexibly. I already knew the organisation. I've been working as a senior support worker in a Look Ahead visiting support service in Lambeth for over two years. My manager there supported me to take this opportunity and develop my clinical expertise by volunteering in a different service.

I was here for a year and based myself at the service every Thursday morning. Each week I would see both residents and staff, offering 50 minute one-to-one psychotherapy sessions. People come to psychotherapy for many different reasons and with a wide range of issues. People decide what to bring to the sessions – whatever they are feeling that week or day.

I've taken a lot from my time here back to my 'day job' in Lambeth. I feel I see things now from a different perspective, a wider perspective. I have become more flexible in my approach and also in my understanding of things. It has helped me understand more about our customers, and how I work with them.

With some customers for whom things were very difficult, I have seen things get much better. One person I worked with has since positively moved on. I would like to think what we offered him contributed to this.

**Anna**  
**Trainee Psychotherapist**  
**Tavistock and Portman NHS**  
**Foundation Trust**



**“With some customers, for whom things were very difficult, I have seen things get much better”**



**A** At this particular service, we support 136 individuals, many of whom have experienced trauma. Yet I know of only a handful that have been able to access talking therapies. I'm a psychotherapist myself and worked closely with Anna during her time here – meeting with her every three weeks and providing clinical supervision.

We decided to offer the service to staff as well as customers as we strongly felt they could benefit too. Our staff are working in challenging environments, dealing with very difficult situations, day in, day out. They also can have difficulties and challenges just like our customers, and longer-term talking therapies can be difficult for many people to access or afford. This free, onsite service helped to break down some of these barriers.

Because Anna was here for a year, people could access this type of support for much longer than is normally possible. It meant she could build relationships, build trust. Over time people started to bring all types of things to their sessions. I don't think this would necessarily have happened in the twelve weeks that people referred through the NHS typically receive.

We've had a number of trainee psychotherapists across our homelessness services. We've consistently seen the benefits; the value they can bring. So we're now building this type of role into some of our new services. Soon we'll have qualified therapists as part of our staff teams in Hounslow, Kent and Kensington and Chelsea. Most of the people we work with have experienced a range of trauma and services like this can only help.

**Andreas**  
**Head of Operations**  
**Look Ahead**

**“We've consistently seen the benefits; the value they can bring”**



aha  
& andreas



## WOMEN AND FAMILIES

Look Ahead run a number of services across London and the South East for women and their children. This includes women's hostels, supported and temporary accommodation and specialist domestic abuse services. Supporting families to recover from trauma, gain stability and start planning for their futures is key to our approach. We have been delivering our Kent Domestic Abuse Service for over seven years. Across three separate sites, the service supports up to 23 women and their children at any one time through a range of emergency provision, refuge support and move-on accommodation.

**support service  
& local police**

## DOMESTIC ABUSE SERVICE • KENT

**Our service deals with a lot more than violence. Domestic abuse is all about power; coercive control is a huge issue. We support women and their children who come to us from all over the UK. People come to us for up to two years.**

Typically they have come straight from the home environment but sometimes they have been homeless or in emergency accommodation. They might already be working with the police or social workers but they might never have told a soul. Sometimes people just walk out of their house, unable to take any more. Our priority is to get them in quickly, to make and keep them safe.

Everything we do at this service, with these women, is in partnership. It has to be. We work closely with social work teams and health, and also subcontract IDVAs (Independent Domestic Violence Associates) to an excellent local agency, Choices, who help women in the local community. This might be through safety planning, support to stay at home (if that's what they want) or help to get to a service like ours.

We're also supported hugely by the charities and people of our local community, which is fantastic. It makes such a difference to what we can offer the women and their children when they come to us.

Our work with the local police and officers like Lisa is invaluable. Working together, we can do so much more to keep these women safe and to help them start rebuilding their lives with their children.

Six years ago, I was in a refuge myself. Today I am proud to be part of the team that once supported me and my children. It's rewarding to be able to support other families through what can be really dark times. I now speak to other staff about my experiences and how they can support people in the same position through Look Ahead's Experts by Experience training. My manager tells me I am a great result of good services and support. I'd like to think she's right.

**Donna**  
**Team Leader**  
**Look Ahead**



**“Everything we do at this service, with these women, is in partnership. It has to be”**

“We work together to keep women and their children safe”



**I'm a Domestic Abuse Officer for the Vulnerability Investigation Team here in Kent. I've done this role for a year, working with women experiencing domestic abuse directly in the community. I help to keep people safe in their properties, support women through prosecutions or help them access the wider support they need through services like Look Ahead's.**

The police's relationship with Look Ahead is mutually reciprocal. We share information and expertise to keep women safe and support each other. I support the Look Ahead staff team when working with high risk referrals in the community, helping them to identify and manage risks and ensure the service is the right setting for each woman and her family.

Donna and the Look Ahead team offer a lot of support to our PCs, particularly those who may have little or no experience of domestic abuse. They signpost officers to agencies that can help, help them make onward referrals to multi-agency panels and help them better understand the issues these women are facing. We hope to build on this going forward with Donna and her team coming directly into our stations.

Donna and I co-facilitate the local One-Stop Shop where women can drop in, speak to us for advice, as well as get help and information from other local agencies like housing and solicitors.

We've also developed the Friendship Cafe, where women living at both Look Ahead's service and in the local community, can chat to others going through the same thing.

Many women can feel very alone. They may have come here from another part of the country or become isolated from their families due to the abuse. The café has created an environment where women can support each other.

Before starting this role, I was an accountant in the force for 19 years. I wanted a change, to be able to directly impact on women's lives. Together I think we are doing that.

**Lisa**  
**Domestic Abuse Officer**  
**Vulnerability Investigation Team**  
**Kent Police**

*douua  
& lisa*



A photograph of two women standing outdoors in front of a brick wall and a black metal fence. The woman on the left is wearing a black and white striped long-sleeved shirt and blue jeans, and is smiling while holding a large white folder. The woman on the right is wearing a dark blue sweater, glasses, and a patterned skirt, also smiling. A white graphic frame surrounds the text in the center of the image.

# service manager & project manager

## **LEARNING DISABILITIES**

Look Ahead supports hundreds of people with learning disabilities every year. This includes Transforming Care services for individuals with additional mental health and complex needs who may have previously been housed out of borough or in secure units. Over the last five years, we have developed a range of properties to meet these specialist needs. Our latest development, Lester Court in Tower Hamlets opened in late spring 2019.

**“Our job is to help people live as independently as possible. Having a great place to live is part of this”**

## LESTER COURT • TOWER HAMLETS

**L**ester Court is a new Look Ahead service in Tower Hamlets. It is for people with complex learning disabilities and will support seven people who may never have lived independently before. The service has been developed over the last two years and our first residents started to move in in May 2019. Some people are coming here from residential care; others may have been at home with their families or been living out of borough.

It's complex needs. Everyone living here will have learning disabilities but this might range from mild to severe. Some people will have additional needs – this might be around mental health, conditions like epilepsy or physical disabilities. We have one gentleman moving in who has cerebral palsy and uses a wheelchair. The support we offer varies based on what people need, but most people will receive one-to-one support. Our job is to help people to live as independently as possible. Having a great place to live is part of this.

Our referrals come from the Tower Hamlets Learning Disabilities Team – we're working with them, occupational therapists and social workers to ensure we get the right people in. Families are also key. One lady has been supporting her son at home for the last two and a half years, waiting for a project like this. We hope Lester Court will make a big difference to her and her family.

**Gurpal**  
**Service Manager**  
**Look Ahead**



**I work on a range of Look Ahead developments across London and the South East. It's my job to ensure we develop high quality, safe and comfortable buildings that provide real homes for people.**

This project has been two years in the making. The local authority needed more accommodation that could meet the specific needs of people with learning disabilities and other complex needs. There's often a lack of this specialist provision in many areas. Lester Court is a Look Ahead building that we have worked with contractors to redevelop. Initially this building was a supported housing service for young people. More recently it provided general needs accommodation.

We've completely transformed this building so it now provides seven self-contained flats. They are all slightly different. There is an accessible flat on the ground floor suitable for a wheelchair user, and assistive technology throughout. There's also a big communal area, generous office space and a lovely garden area which we hope residents will be able to enjoy this summer.

We've spent almost half a million pounds on this development and I'm really proud of the end result.

**Katarzyna**  
**Project Manager**  
**Look Ahead**

**“It's my job to ensure we develop high quality, safe and comfortable buildings that provide real homes for people”**



*gurpal  
& Katarzyna*



# service manager & landlord

## HOUSING AND PROPERTY SERVICES

Look Ahead owns and manages over 2000 units of accommodation across London and the South East. We work closely with developers to develop new sites every year that provide specialist housing options for people with a range of needs. We also provide support services in buildings owned and managed by other landlords. In Barking and Dagenham, we deliver the Vineries, a support service for 37 young people, in a building owned and managed by housing association and landlord, Clarion.

## THE VINERIES • BARKING AND DAGENHAM

**W** We have a close working relationship with Clarion. As the landlord, Clarion provides the housing management and Look Ahead provides the support.

For us, this means supporting young people from the day they move in to the day they move out. We support them with everything from health to education and employment, to rebuilding relationships with their family and positive move-on. We've recently had six of our residents go on to university – we're really proud of that.

Having staff from Clarion here onsite, alongside us, really helps. Ultimately it helps us to help the tenants to maintain their tenancies. Our eviction rates are very low. I can't remember the last time we had to evict someone.

We work together to ensure that young people understand their tenancies, their rights and responsibilities. It's about talking to the young people together, educating them.

I think the success of our partnership is down to communication and the understanding the Clarion team have of our young people. They fully understand their needs. Essentially both Look Ahead and Clarion have shared goals – to support each young person to sustain their tenancy and do something positive with their life.

Despite all the work that goes on behind the scenes, it's really as simple as that.

Our work with Clarion is just one of our partnerships. We work with so many different organisations from the local community – drug and alcohol services, sexual health, the fire brigade and police, local churches and religious groups. Every year we hold an event with them and our customers – it's nice to be able to thank them for their support.

**Amna**  
Service Manager



amna & mabel

**“I think the success of our partnership is down to communication”**



**I work for Clarion, who own and manage the Vineries building. My team and I are here based at the Vineries, alongside Amna and the other Look Ahead staff, on Mondays and Thursdays. Part of my time is spent catching up with staff here and making sure we are both keeping each other informed. I'll sit in on the staff handovers and they'll fill me in on what's happened when I haven't been there. It's all about keeping each other in the loop – it's better face-to-face, much easier than by email.**

My main focus here at the Vineries is antisocial behaviour – if there're any issues, the staff will come to me to help support them. The consistency helps – for both staff and residents. It helps residents to know that I'll be the one knowing what's going on, seeing things through.

Suzanne, our specialist Income Officer is here every Tuesday, holding arrears surgeries with residents and staff. She meets with residents, discusses the importance of making their rent payments and supports them and staff around benefit claims and budgeting.

In terms of interaction, I think the more our young people understand about what we expect from them, the better the results.

It's about understanding each young person as an individual and what is right for them. There was recently a young person here who was heading towards eviction because of their behaviour. We worked with Look Ahead to identify what the reasons were behind their behaviour and understand their needs. We have since helped them move to mental health supported accommodation where they are doing much better.

There's a lot of crossover in what Clarion and Look Ahead do – we complement each other.

**Mabel**  
**Specialist Housing Officer**  
**Clarion**



**MABEL (LEFT),  
A SPECIALIST  
HOUSING OFFICER,  
AND SUZANNE  
(ABOVE), A SPECIALIST  
INCOME OFFICER**

**“There's a lot of crossover in what Clarion and Look Ahead do – we complement each other”**



## **THE CHOIR WITH NO NAME**

The Choir with No Name has been running choirs for homeless and marginalised people across the UK since 2008. In 2017 the London Choir partnered with Look Ahead to become Choir with No Name London. Our customers have been part of the choir for many years with many of our staff also volunteering for them. The partnership offered an opportunity for us to share resources and expertise, enabling us to support members better. Over the last two years, the London choir has gone from strength to strength and now welcomes over 65 members every week to sing, eat, socialise and access wider support.

**look ahead  
& choir with no name**

**I'd been at Look Ahead for eight years before coming to manage the choir. I worked in homelessness services before. My previous role before this was managing a large complex needs service in West London.**

I was interested in making a change in my career to pursue my own personal interest in the arts when I came across this opportunity. It was exactly the type of thing I was looking for – bringing together my experience in homelessness with the creative elements of the choir. In some ways that represents the very essence of the partnership between Look Ahead and the Choir with No Name.

I'm employed by Look Ahead but work very closely with the choir team. The biggest part of my job is member support. Having a background in support has been so important – it's meant there's been someone with the right skills to support and signpost members to the services they need. This might be about housing, health, employment or other issues.

Choir with No Name London is all about what can be achieved using the strengths of each partner. Look Ahead bring expertise and knowledge of what contributes to people becoming homeless and what can help their recovery, whilst Choir with No Name bring musical talent, direction, and endless energy and enthusiasm. Together we are able to offer the whole package.

It's more than a choir – it's about supporting people from different backgrounds, with different needs and with different things going on in their lives. And for me, making sure the choir remains safe, welcoming and inclusive, is always my priority.

**Ryan**  
**Choir Manager**



Ryan & Xavier

**“Together we are able to offer the whole package”**



**I've been a part of CWNN London for about a year now. Choir has made a big difference to my life. It's given me lots of opportunities – to make friends, be more confident, share a meal every week with people, travel to different gigs and even meet famous people.**

I think the choir is about helping people who have been homeless or marginalised in the past. The choir gives you a reason to do something – it helps to give you motivation and get up and go.

Because of the choir, I then learnt about the volunteer opportunities with Look Ahead. I'm now a quality checker and I work with staff and other customers to help rate and report back on the quality of services and see how we can make them better. So I speak to the customers and staff, speak to the manager. It's very important and I really enjoy it.

I would recommend joining the choir to anyone because it's not about having the best voice or singing ability – it's about bringing out the best in you as much as what you can offer. The choir are now also my friends.

And I also love singing – it's my passion. Choir lights up my Thursday evenings – it's the best part of my week. I'd rate it 10 out of 10 – it's the best choir to sing in in the world.

**Xavier**  
**Choir member**

**“It's about bringing out the best in you”**



# Governance

## SENIOR LEADERSHIP TEAM

**Chris Hampson**  
Chief Executive

**Julie Blair**  
Director of Corporate Services

**Guy Robinson**  
Director of Housing and Support

**Alex Seery**  
Director of Care

**Tahseen Sherwani**  
Chief Financial Officer

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



## BOARD OF MANAGEMENT

**Julie Jones CBE**  
*Chair*  
Trustee, Sir Simon Milton Foundation  
Non-Executive Director, Open Door Homes  
Member – ADASS Associates

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

**Tom Dacey**  
Board Member, Aldwyck Housing Group  
Chair, MP Living

**Chris Dobson**  
Partner, EY LLP

**Professor Sean Duggan**  
*Chair of Remuneration Committee*  
Chief Executive, Mental Health Network,  
NHS Confederation

**Ellie Edwards-Scott**  
Co-Founder – The Advisory Collective

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

**Richard Jones CBE**  
Chair of Shared Lives Plus,  
Trustee, Action on Hearing Loss,  
Non-Executive Director, Anchor Hanover Group  
Non-Executive Director, The Calico Group  
Chair, Syncora

**Sharon Slotnick**  
*Chair of Tenant and Landlord Panel*  
Magistrate  
Case Manager, the Legal Aid Agency  
Independent Visitor, The Office of the Public Guardian

**OUR TOWER  
HAMLETS CRISIS  
HOUSE TEAM  
WINNING THE  
CHARTERED  
INSTITUTE OF  
HOUSING'S 2019  
HOUSING HEROES  
'SUPPORT AND  
CARE TEAM OF  
THE YEAR'**

