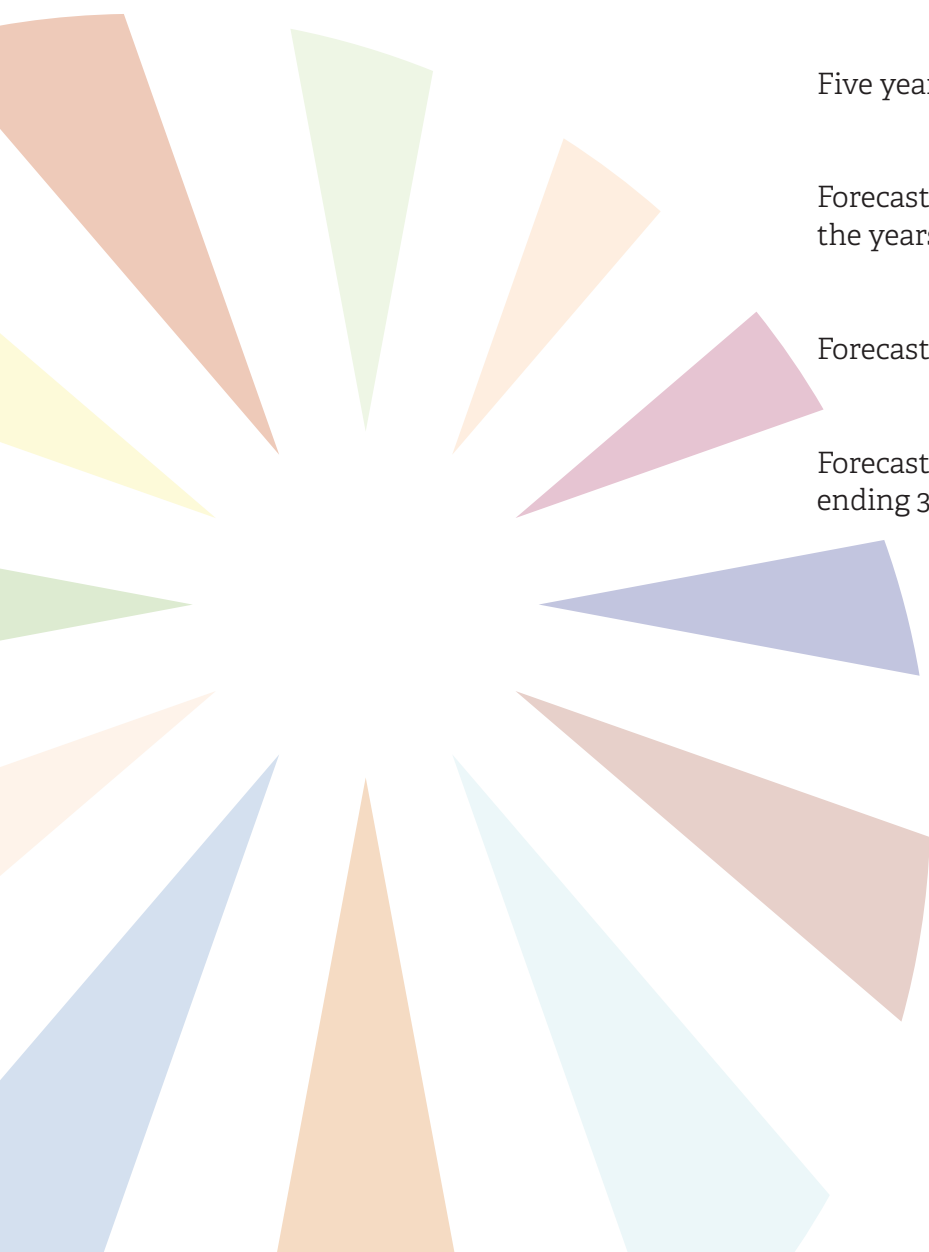




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## Introduction

**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 lives and 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 over 7,000 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.

Through our annual business planning process, we drive our vision, mission and values forward through the delivery of our strategic objectives, reinforcing our commitment to supporting more customers to move forwards with their lives.

# Our mission, vision and values

## Our mission

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

## Our 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.

## Our values

### Excellence

We are committed to excellence in everything we do. The success of our organisation and, crucially, the successes and outcomes of the people who use our services, depends on our ability to deliver consistently excellent services that exceed expectations.

### Aspiration

We are aspirational – for our customers, staff and organisation. We aim high, seek out opportunities and do not shy away from the challenges we face. We believe in identifying, nurturing and developing potential and creating a culture of recognition and celebration across the organisation.

### Partnership

We know our organisation is stronger when we work in partnership with stakeholders, commissioners and – crucially – customers. Partnership between staff and people who use our services informs and influences everything we do. Through working together at every level, customers and staff will together design and deliver flexible, personalised and better services.

### Trust

We will be an organisation with a strong social purpose. We will be trusted by our commissioners and funders to deliver the services we say we will. We will behave with integrity and transparency. We will be trusted by our customers to deliver on our promises and by their loved ones to deliver safe and consistently high quality services.

## Strategic objectives 2020

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.

### Strategic Objective 2021

**We will collaborate and innovate to deliver an excellent customer offer that delivers positive, sustainable change**

**We will maximise opportunities for growth in existing and new service areas**

**We will be financially strong, enabling investment in our services, properties and people**

**We will develop an agile, diverse workforce, harnessing talent from within**

## Looking ahead - our five year vision

### **We will collaborate and innovate to deliver an excellent customer offer that delivers positive, sustainable change**

- Our service delivery will be strengthened through partnerships between our staff, customers, housing, health and social care providers.
- We will be known for our safeguarding expertise and high quality specialist services for people with multiple, complex needs.
- Our customer offer will be shaped by what we know makes the biggest difference to customers' lives and the outcomes they achieve.
- We will champion innovation and embrace digital technology within our service delivery and properties.

### **We will maximise opportunities for growth in existing and new service areas**

- We will maximise and build on our expertise in mental health, learning disabilities, homelessness and young people and care leavers.
- We will remain a regional specialist expanding our presence across London and the South East through business development, strategic business and property acquisitions.
- We will maintain a strong property portfolio by actively managing our assets through, purchasing, developing and refurbishing high quality property solutions, that meet customer, commissioner and our financial needs.
- We will position ourselves as a proactive, forward thinking organisation, agile in our approach to deliver solutions for the health and social care sector.

## **We will be financially strong, enabling investment in our services, properties and people**

- We will improve our EBITDA and annual turnover aligned to our business plan.
- We will maintain a healthy financial reserve to evidence our stability.
- We will develop diverse funding streams within housing, social care and health to support growth and investment.
- We will optimise the future returns on our investments and property assets applying rigorous appraisal of all potential options for improving value for money.
- We will continually focus on efficiency ensuring our services offer clear value for money that we will measure and communicate.

## **We will develop an agile, safe, diverse workforce, harnessing talent from within whilst recognising the need to bring in external skills**

- We will attract and retain the best talent, bringing together a wide range of different skills, professional backgrounds and lived experiences.
- A high proportion of our leaders will be developed and grown from within.
- Our leaders will have the freedom and autonomy to demonstrate innovation and creativity to meet local need.
- Our people will have access to the right tools and technology to enable them to deliver flexible, person-centred support that meets customer need.

## Key Performance Indicators for 2021/22

Key Performance Indicator	2020/21 Target
% of all services achieving outstanding or good in quality audits	<b>88%</b>
CQC locations where one standard has been rated "inadequate" by CQC	<b>0</b>
% of units with a valid Landlord Gas Safety Record	<b>100%</b>
% of rent and service charges lost through voids	<b>5.5%</b>
% of spot purchase placements filled	<b>88%</b>
Net rent and service charge arrears of current tenants (net of housing benefit)	<b>6.5%</b>
Gross growth	<b>£4.0m</b>
Net growth	<b>£2.5m</b>
Operating surplus	<b>0.4%</b>
Staff engagement	<b>70%</b>
Staff leaving voluntarily as a % of total number of staff	<b>25.5%</b>
Agency staff spend as a % of total staffing spend (operations)	<b>3.0%</b>
% of staff who have completed their required safeguarding training	<b>100%</b>
% of reactive repairs completed within target times	<b>90%</b>
% of customers satisfied with Look Ahead overall	<b>90%</b>

Look Ahead's performance monitoring framework measures business plan delivery against these key indicators. Performance is monitored throughout the year at all management levels at Performance Review Committee and Board and via the half yearly business review process.



## Financial strategy

The financial plan fully supports Look Ahead's mission and financial strategy.

The financial strategy states that:

*'We will effectively deploy Look Ahead's financial strength, its asset base and income streams, to grow our services and transform the lives of even greater numbers of vulnerable people'*

### Financial strength and viability

Our ability to deliver this is dependent on our continued long term financial strength and viability.

### Financial objectives

Over the next five years we will effectively deploy our financial strength to:

- Pursue a strategy for sustainable and managed growth
- Re-invest surplus funds in developing and marketing new, innovative and high value personalised services that promote customer choice and independence and achieve the best outcomes for our customers
- Maximise the social and economic returns on our property assets by remodelling and leveraging them to deliver higher value quality care and support services
- Achieve value for money by driving an agenda for improving customer service and efficiency across our services and central support functions
- Proactively seek merger opportunities that strengthen Look Ahead's financial position, increase our social impact and enhance the outcomes for our customers
- Implement an investment strategy that maximises returns on cash invested within acceptable levels of risk
- Continue to employ a robust risk management strategy to secure long term financial viability and strength

## Five year financial forecast

The financial forecasts for the next five years, based on Look Ahead's organisational objectives and corporate priorities, are set out in the following pages:

The key financial assumptions underlying the projections are as follows:

	2021 £'000	2022 £'000	2023 £'000	2024 £'000	2025 £'000
<b>Consumer Price Index</b>	2.0%	2.0%	2.3%	2.1%	2.0%
<b>Rent inflation</b>	3.0%	3.0%	3.3%	3.1%	3.0%
<b>Average void rate</b>	5.5%	5.5%	5.5%	5.5%	5.5%
<b>Average bad debt rate</b>	3.5%	3.5%	3.5%	3.5%	3.5%
<b>Maintenance inflation</b>	2.0%	2.0%	2.3%	2.1%	2.0%
<b>Contract inflation rate</b>	0.0%	0.0%	0.0%	2.0%	2.0%
<b>LIBOR rate</b>	1.2%	1.0%	1.2%	1.3%	1.5%

## Forecast income and expenditure for the years ending 31 March

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Rents and service charges	25,902	26,645	27,442	28,191	28,854
Less rent losses (bad debts/voids)	(2,331)	(2,398)	(2,470)	(2,537)	(2,597)
<b>Net income from rent &amp; service charges</b>	<b>23,570</b>	<b>24,247</b>	<b>24,972</b>	<b>25,654</b>	<b>26,257</b>
Contract income	44,827	51,896	56,321	60,666	64,203
Other income	1,764	1,799	1,840	1,878	1,916
<b>Total income</b>	<b>70,162</b>	<b>77,941</b>	<b>83,133</b>	<b>88,198</b>	<b>92,376</b>
Operating salary costs	31,056	36,092	39,623	42,784	45,331
Other direct costs	24,244	25,650	26,780	27,770	28,643
Central support costs	10,511	10,957	11,393	11,815	12,184
Contingency	500	510	522	532	543
<b>Operating costs</b>	<b>66,311</b>	<b>73,208</b>	<b>78,316</b>	<b>82,901</b>	<b>86,701</b>
<b>EBITDA</b>	<b>3,851</b>	<b>4,733</b>	<b>4,817</b>	<b>5,297</b>	<b>5,675</b>
<i>EBITDA %</i>	5.5%	6.1%	5.8%	6.0%	6.1%
Amortisation of social housing grant	(888)	(888)	(888)	(888)	(888)
Goodwill	(130)	(306)	(362)	(362)	(362)
Total depreciation	(3,161)	(3,630)	(4,043)	(4,258)	(4,416)
Net interest and other financing costs	(125)	(205)	(390)	(505)	(642)
<b>Net surplus</b>	<b>1,323</b>	<b>1,480</b>	<b>910</b>	<b>1,059</b>	<b>1,143</b>
<i>Net surplus %</i>	1.9%	1.9%	1.1%	1.2%	1.2%

## Forecast balance sheet as at 31 March

	2021 £'000	2022 £'000	2023 £'000	2024 £'000	2025 £'000
<b>Fixed assets</b>					
Housing properties at cost	139,079	146,478	155,099	161,250	165,646
Less: Depreciation	(12,963)	(14,576)	(16,382)	(18,383)	(20,518)
<b>Net property costs</b>	<b>126,116</b>	<b>131,902</b>	<b>138,717</b>	<b>142,868</b>	<b>145,128</b>
Other fixed assets	10,387	6,441	5,665	4,747	3,803
Investment properties	5,110	5,110	5,110	5,110	5,110
Financial investments	37,468	34,684	29,030	25,254	23,572
<b>Total fixed assets</b>	<b>179,082</b>	<b>160,368</b>	<b>162,209</b>	<b>163,917</b>	<b>165,445</b>
<b>Current assets</b>					
Debtors	5,240	4,842	4,842	4,842	4,842
Cash at bank and in hand	335	9,500	8,062	6,054	5,806
	5,575	14,342	12,904	10,896	10,648
<b>Creditors</b>					
Amounts falling due within one year	(11,022)	(11,310)	(11,622)	(12,032)	(12,403)
<b>Net current assets</b>	<b>(5,447)</b>	<b>(5,070)</b>	<b>(5,442)</b>	<b>(5,793)</b>	<b>(6,163)</b>
<b>Total net assets</b>	<b>173,635</b>	<b>173,067</b>	<b>173,100</b>	<b>172,186</b>	<b>171,449</b>
<b>Creditors</b>					
Unamortised Grant	71,616	70,728	69,840	68,952	68,064
Pension Past Deficit Liability	13,523	12,171	10,818	9,466	8,114
Other amounts falling due after more than one year (includes loans)	13,383	13,833	14,380	13,839	13,256
<b>Capital and reserves</b>					
Restricted reserves	150	150	150	150	150
Revenue reserve	74,963	76,186	77,912	79,779	81,865
<b>Total financing and reserves</b>	<b>173,635</b>	<b>173,067</b>	<b>173,100</b>	<b>172,186</b>	<b>171,449</b>

## Forecast cash flows for the years ending 31 March

	2021 £'000	2022 £'000	2023 £'000	2024 £'000	2025 £'000
Net cash inflow from operating activities	2,553	3,470	3,558	4,042	4,423
Interest received	175	175	132	163	181
Interest paid	(639)	(70)	(70)	(65)	(60)
Net cash flow after interest	2,090	3,576	3,620	4,140	4,543
Fixed assets expenditure	(14,315)	(9,337)	(9,769)	(7,323)	(5,590)
Cash transferred from Investments	1,200	5,785	5,654	3,776	1,682
Loan agreements	7,112	397	495	(593)	(636)
Proceeds from sale of property	-	245	-	-	-
<b>Increase/(Decrease) in cash</b>	<b>(3,914)</b>	<b>665</b>	<b>-</b>	<b>0</b>	<b>-</b>
<b>Cash balance brought forward</b>	<b>4,249</b>	<b>335</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Cash balance carried forward</b>	<b>335</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>



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