



Look Ahead

CARE, SUPPORT AND HOUSING

Corporate Plan 2024-2027

About our corporate plan

2023 marked Look Ahead's 50th anniversary. 50 years of supporting people across London and the South East with a wide variety of needs in a whole range of needs to live as independently as possible.

The shape and focus of our organisation has evolved over the last half century, adapting to the times and shaping to meet emerging needs of both the communities and customers we work in and with.

Over the last five years in particular, we have seen particular shifts in what we do and who we work with. We are now increasingly providing higher acuity services, working with people with often very complex needs and delivering integrated services in partnership with the NHS and other health partners.

As we mark 50 years, it represents an opportunity to revisit who we are and where we are heading. Our new corporate plan sets out our ambitions for the next three years, outlining out strategic priorities in delivering the organisation's vision and mission.

Whilst our refreshed values, co-created with our customers and staff, outline what is important to us in how we will deliver this work.

This plan will provide a clear direction of travel for the organisation, whilst the supporting delivery plans will provide the more detailed roadmap, year on year, on how we will get there.

As we enter our second half a century, our purpose and ambition are clear. This plan will help us achieve these.

Chris Hampson, Chief Executive
Baroness Watkins of Tavistock, Board Chair

This plan sets out our key priorities in delivering our vision for Look Ahead.

These priorities are reflected in, and should be read alongside other key strategic plans produced by the organisation including:

- **Business plan**
- **People strategy**
- **Business Development and Innovation strategy**
- **Asset Management strategy**
- **IT strategy**
- **Communications and Fundraising strategy**
- **Customer Experience strategy**



About Look Ahead

Look Ahead is a specialist non-profit provider of social care and housing services. We have a strong social purpose and support people with a wide range of needs to live as independently as possible in communities across London and the South East.

Vision

Building better lives through social care and housing in local communities

Mission

We co-design and deliver services that offer innovative social care solutions and support people to thrive.

Values

We are **caring** and **compassionate**.

We are **inclusive** and **trusted**.

We focus on **excellence** and **innovation**.

We work in **partnership** and are **one-team**.



Key Strategic Objectives

- We will co-design and deliver high-quality, innovative services that deliver positive outcomes for our customers.
- We will maximise opportunities for planned and sustainable growth in priority service areas.
- We will recruit, develop and retain an agile, diverse workforce, focused on our customers' needs and goals.
- We will be financially strong, enabling sustainable investment in our services, properties and people.
- We will deliver and maintain high-quality, safe and homely accommodation, that meets customers' needs and maximises use of our assets.

Customer

We will co-design and deliver high-quality, innovative services that deliver positive outcomes for our customers.

- We will deliver safe, high-quality specialist services for people with multiple and complex needs.
- We will strengthen our services through joint working with staff, customers and health, social care and housing partners.
- Our customer offer will be shaped by what we know makes the biggest difference to customers' lives and the outcomes they achieve.
- We will embed a customer insight approach, champion innovation and embrace digital technology within our services.





Growth

We will maximise opportunities for planned and sustainable growth in priority service areas.

- We will maximise and build on our expertise in mental health, learning disabilities and homelessness, supporting young people and working-age adults.
- 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 develop existing and build new relationships with the health sector, marketing our community-based integrated services approach.
- We will build on our reputation as a leading provider in the social care and housing sector and leverage fundraised income and corporate support to enhance our customers' experiences.

People

We will recruit, develop and retain an agile, diverse workforce, focused on our customers' needs and goals.

- We will attract, develop and retain a diverse, values-based, workforce, bringing together a wide range of skills, professional backgrounds and lived experiences.
- We will develop strong local leaders who can drive high performing, safe services and build engaged, focused teams.
- We will focus on delivering consistent services for customers through timely safe recruitment, retention and development of internal talent.
- Our people will have access to the right tools and technology to enable them to deliver flexible, person-centred support that meets customer needs.





Finances

We will be financially strong, enabling sustainable 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 and maintain strong financial controls.
- 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.

Property

We will deliver and maintain high-quality, safe and homely accommodation, that meets customers' needs and maximises use of our assets.

- We will actively manage our property portfolio, through informed use of our assets and planned investment in line with standards, priorities and affordability.
- We will support growth through purchasing, developing and refurbishing specialist property solutions, that meet customer, commissioner and our financial needs.
- We will deliver living environments that are trauma-informed, meet customer standards and support independent living skills.
- We will ensure our property, maintenance and development activities contribute positively to the delivery of our ESG agenda.



Enablers for success

We have identified four key areas which we know are essential to supporting our people to achieve our strategic objectives and will enable the successful implementation of our corporate plan. These enablers for success are part of our organisational infrastructure and they underpin how we will reach our strategic goals.

Performance Management Approach

We will embed a strong performance management culture through focused PDRs, impactful 121s and compliance with policy, procedures and training requirements. Embedding a customer services approach will also be part of this.

Culture and communications framework

We will focus on the embedding of our refreshed vision, values and associated behaviours through structured 2-way communication, building on our employee engagement programme based on our learning from Best Companies insight and our approach to recognition and reward and diversity, inclusion and belonging.

Data and systems

We will focus on strengthening our data collection, management and reporting systems, standardising data and using data intelligently to inform our decision-making and service delivery.

Environmental Social Governance (ESG)

Through our ESG agenda, we will ensure our work delivers maximum social value for our customers, staff and communities, whilst also leveraging in external support from corporate partners.

For more information about Look Ahead's Corporate Strategy, please contact Julie Blair, Director of Corporate Services.