
ANNUAL IMPACT, STRATEGIC REPORT AND FINANCIAL STATEMENTS

2025/26

Look Ahead Care and Support Limited
Cally Yard
439 Caledonian Road
N7 9BG
T. 020 7937 1166 F. 020 7937 8040

A charitable housing association,
registered under the Co-operative and
Community Benefit Societies Act 2014: No.
21004R.

Registered with the Regulator for Social
Housing: No. LH0013.

Contents

	Page
Introduction from the Chief Executive Officer	3
Reflections from the Chair	4
Strategic Report of the Board of Management	5
Overall performance summary of 2025/26	9
Delivery against strategic objectives	12
Governance	45
Independent Auditor's Report	51
Statements of Comprehensive Income	56
Statements of Changes in Reserves	57
Statements of Financial Position	59
Consolidated Statements of Cash Flows	60
Notes to the financial statements	62

Registered under the Co-operative and Community Benefit Societies Act 2014
Registration number: 21004R

INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

This year has been one of continued financial focus for Look Ahead, as we have strengthened our financial position while remaining firmly centred on delivering high-quality outcomes for the people we support.

In a challenging operating environment, we have prioritised securing sustainable contract uplifts and rebalancing our portfolio to ensure services are appropriately funded for the long term. This has enabled us to maintain financial resilience while delivering steady, organic growth in our core service areas. We have continued to see improvements in service quality, supported by targeted investment in our systems, infrastructure and frontline teams. These investments are enhancing the consistency of delivery and improving customer outcomes and experience.

Our approach to growth is evolving as we strengthen our business development capability and deepen our work with health and local authority partners. This is enabling more integrated housing, care and health solutions that improve individual outcomes whilst also relieving pressure on the NHS, local authorities and wider public services.

A key priority has been to deliver more services from within our own buildings, investing strategically in homes that meet both customer and commissioner needs. This allows us to make the best use of our assets while providing high-quality, stable environments that support independence and recovery.

At a time when specialist supported housing continues to face significant pressure, and some providers are withdrawing from the sector, we remain committed to championing its value. We see every day the difference these services make - supporting people to live independently, preventing hospital admissions, and reducing demand on public services. This underpins our continued investment and advocacy for the sector.

We continue to work closely with statutory partners and customer groups to shape responsive services grounded in local need. Customers remain central to our decision-making, and I am proud that co-production - working in partnership to design and deliver services informed by lived experience and shared expertise - is embedded across every level of Look Ahead.

These financial statements demonstrate how we have balanced growth, investment and financial sustainability to deliver on our social purpose. I would like to thank our colleagues, partners and Board for their continued commitment in supporting people to build better lives within their communities.

Chris Hampson
Chief Executive Officer

REFLECTIONS FROM THE CHAIR

As I step down after five years as Chair, it has been a privilege to be part of Look Ahead's journey through a period of significant change and transformation.

I joined during the COVID-19 pandemic, when staff were supporting some of the most vulnerable people in our communities through extraordinary circumstances. Since then, the organisation has navigated a changing policy and funding environment, while demand for its services has continued to grow.

What has impressed me throughout is the commitment of our people. Whether working in a five-bed supported housing service, a larger hostel or a central support team, colleagues bring professionalism, compassion and determination to their roles every day. It is their dedication that enables Look Ahead to continue making a difference in people's lives.

I have also been proud to see the organisation strengthen its services and governance. Investments in new genuinely pioneering services, including the Barnsley Street Neighbourhood Mental Health Centre, demonstrate a long-term commitment to providing high-quality environments in which people can thrive. The introduction of the Quality and Safety Committee has strengthened oversight of safeguarding and service quality, ensuring these remain at the heart of our work.

The people we support have always been the highlight of my time here. From involvement in Board appointments and governance to customer-led events and our 50th anniversary celebrations, I have seen the power of participation, creativity and community. Our Tenant and Landlord Panel, Experts by Experience programme and wider co-production work continue to show the immense value of listening to and learning from people with lived experience.

I leave confident that Look Ahead is a strong, values-driven organisation, with a clear sense of purpose and a dedicated workforce. While the operating environment has evolved considerably over the past five years, the organisation has remained resilient, ambitious and focused on what matters most: helping people to lead more independent and fulfilling lives.

My sincere thanks go to fellow Board members, the executive team, colleagues and customers for the support, insight and inspiration they have provided. It has been a real pleasure to serve as Chair.

Baroness Mary Watkins of Tavistock

Chair of the Board

LOOK AHEAD CARE AND SUPPORT LIMITED

STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

STRATEGIC REPORT OF THE BOARD OF MANAGEMENT – DELIVERING IMPACT

About Look Ahead

Look Ahead Care and Support Limited ('Look Ahead') is registered under the Co-operative and Community Benefit Societies Act and is a Registered Provider under the Housing and Regeneration Act 2008. Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited are wholly owned subsidiaries of Look Ahead Care and Support Limited ('the Association', together 'the Group'). Group Accounts have been prepared for the year ended 31 March 2026 under the requirements of the Co-operative and Community Benefit Societies Act (Group Accounts) regulations 1969.

Our social purpose

Look Ahead was founded over half a century ago to provide low-cost accommodation for single people in London. It has since developed into a specialist supported housing provider delivering integrated care, support and housing services across London and the South East.

The organisation's purpose is to support people with complex needs to live as independently as possible through the provision of high-quality, person-centred services.

Principal activities

The principal activity of the Group is the provision of specialist supported housing together with care and support services for individuals with complex, multiple and often enduring needs. These services are intended to enable customers to live as independently as possible in community settings and to access accommodation and support that would not ordinarily be available through general needs housing.

The Group's activities include the delivery of supported housing, registered care, supported living, floating support and other specialist support services, commissioned primarily by local authorities and health partners.

We operate within the framework of the Regulator of Social Housing's Consumer Standards, and our services are designed to deliver demonstrable social value while upholding tenants' rights and well-being.

As a specialist supported housing provider, Look Ahead helps to fill a critical gap in the housing market by delivering housing-related support services that meet local need and enable individuals to live in community-based settings with appropriate support. This contributes to wider public policy goals of reducing and preventing homelessness, reducing hospital admissions and expediting discharge and supporting people to live as independently as possible outside of hospital, care, secure or other institutional settings.

LOOK AHEAD CARE AND SUPPORT LIMITED

STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

Where we operate

Look Ahead is a regional specialist registered provider., delivering services across 34 local authority and Integrated Care Board (ICB) areas in London and the South East. Services are commissioned by and delivered in partnership with local authorities, health commissioners and ICBs to meet local need.

Who we support

Look Ahead supports individuals with a range of needs including:

- Mental health needs
- Learning disabilities and autism
- Experience of homelessness and complex needs (including domestic abuse)
- Young people and those with experience of care (aged 16+)

The individuals we support often have multiple, complex needs and typically experience a combination of issues including poor physical health, substance misuse, limited life skills, social isolation, unstable family or personal relationships and experiences of trauma.

What we do

We provide a range of specialist care, support and housing services for these groups including:

- crisis, recovery, rehabilitation, forensic step-down, hospital discharge and neighbourhood mental health services, delivered in close partnership with the NHS
- hostels, assessment centres and supported housing
- day support, supported living and registered care services
- floating support and medication support services

We provide flexible, person-centred support, tailored to help each individual meet their needs and crucially their aspirations. We support people to manage their mental health needs, recover from the impact of homelessness and rough sleeping, access healthcare and improve their physical as well as mental health, receive eligible benefits, budget and maximise income, develop confidence, self-esteem and essential living skills, form social and community networks and engage in volunteering, education, training and work.

LOOK AHEAD CARE AND SUPPORT LIMITED

STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

Scale and reach of services

During 2025/26, the Look Ahead Group delivered services across a broad geographical footprint:

- Delivering 102 support, care and housing contracts
- Supporting 3,054 customers
- Across 34 local authorities and Integrated Care Boards

Support, care and housing services span mental health, learning disabilities and autism, homelessness and complex needs, and provision for young and care-experienced people. We also deliver a smaller number of unsupported and agency-managed services.

Group structure and subsidiaries

The Group structure includes Blythson Limited that operates in Kent, Kingswood Care Services Limited in Essex, each providing care and support to individuals with learning disabilities and autism, Look Ahead Developments Limited which had no trading activities in the year and Larch Residential Services Limited which was set up to provide private residential lettings. These subsidiaries complement Look Ahead's core provision and support delivery of specialist services.

Regulation and standards

Look Ahead operates within the regulatory framework of the Regulator of Social Housing and the Consumer Standards. Services are also regulated, where applicable, by the Care Quality Commission and Ofsted. The organisation is committed to delivering services that meet and exceed regulatory requirements and support the safety and wellbeing of customers.

LOOK AHEAD CARE AND SUPPORT LIMITED
STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

Look Ahead's Vision, Mission and Values

Our vision

Building better lives through social care and housing in local communities.

Our mission

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

Our 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.

Look Ahead's 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.

LOOK AHEAD CARE AND SUPPORT LIMITED
OVERALL PERFORMANCE SUMMARY 2025/26
SUMMARY OF 2025/26 GROUP PERFORMANCE

This section summarises the Group's performance for the year ended 31 March 2026, including financial performance, operational efficiency, compliance, customer outcomes and workforce indicators. It also reflects the performance of the Group's subsidiaries; Blythson Limited, Kingswood Care Services Limited and LARCH Residential Services Limited.

Financial performance and position

The Group reported an operating surplus before amortisation of goodwill of £0.2 million for the year (2025: £1.6m). This represents a reduction compared to the prior year, reflecting lower one-off gains from asset disposals. Underlying operating performance improved compared to 2024/25, supported by strengthened cost control and operational management.

EBITDA increased to £2.9 million (excluding disposal gains) from £2.2 million in 2025, reflecting improved operating efficiency. The Group's interest cover ratio, as defined by its lending covenants (CAF covenant), increased to 868%, indicating strong capacity to meet borrowing obligations.

At 31 March 2026, the Group held £19.2 million in cash (2025: £30.3 million), together with a £3.0 million undrawn revolving credit facility. This provides sufficient liquidity to support ongoing operations, planned growth and investment in the asset base.

During the year, the Group continued to actively manage its property portfolio, including targeted acquisitions and disposals, to support long-term service development and delivery as well as financial sustainability.

Income and compliance

The Group continued to maintain a stable arrears position, with rent and service charge arrears (excluding re-billing, where commissioners have agreed to pay housing costs for semi-independent living) at 7.1%, consistent with the prior year. Total arrears reached a low of 7.8% during the year.

Void-related income loss increased to 7.8% (2024/25: 6.6%), reflecting operational pressures and difficulties of some key referral routes impacting occupancy levels.

Building safety and compliance

The Group maintained a strong compliance position across its property portfolio across the year. This included 96.0% of properties meeting the Decent Homes Standard, 100% of gas installations holding valid safety certificates, 100% of communal electrical systems and 99.6% of domestic properties had up-to-date electrical inspections. The fire risk assessment programme is 100% complete. The fire alarm and fire equipment servicing KPI is also at 100%

LOOK AHEAD CARE AND SUPPORT LIMITED

OVERALL PERFORMANCE SUMMARY 2025/26

Compliance with asbestos surveys, legionella risk assessments and lift inspections was also maintained at 100%. Where inspections were outstanding, appropriate risk-based mitigation and follow-up actions were in place.

Following the year end, enhanced monitoring recorded 156 damp and mould cases between 1 April and 31 August 2026. Of these, 119 cases (76%) required inspection and immediate mould-wash or make-safe action, while 37 cases (24%) progressed to further remedial works. Most cases were identified proactively by staff or contractors, with 26 cases (17%) reported directly by customers.

Customer satisfaction

Tenant satisfaction, measured through the annual reported Tenant Satisfaction Measures (TSMs), highlighted that overall customer satisfaction remained stable at 78.7% (2024/25: 78.9%).

73.5% tenants were satisfied with their overall repairs service, 75.8% were satisfied that Look Ahead listens to your views and what matters to you and 82% said that Look Ahead treats me fairly and with respect.

Complaint handling performance improved, with 88.2% of complaints resolved within target timescales, reflecting improved operational oversight and customer engagement.

There were 332 ASB and 340 health and safety incidents recorded, reflecting the complexity of the customer groups supported, the communal urban settings of many of our services, and a strong organisational focus on proactive and transparent reporting, including incidents where customers are victims as well as perpetrators. Tenant satisfaction with Look Ahead's approach to managing ASB increased to 72.3%, from 67.5% in 2024/25.

Workforce

The Group achieved strong progress in workforce stability and engagement during the year. Voluntary staff turnover reduced to 15.6% (2024/25: 19.0%), demonstrating improved retention and the positive impact of continued investment in our people.

Staff engagement remained strong at 80%, with 85% of employees reporting that they feel respected regardless of background. This reflects a positive and inclusive working culture, aligned with the Group's values and commitment to supporting colleagues to feel at home at Look Ahead.

The Group also improved workforce planning and deployment. Agency costs reduced to 2.5% of total staffing costs (2024/25: 4.2%), while expenditure on relief cover improved to 18% (2024/25: 28%), supporting more consistent service delivery and better value for money.

LOOK AHEAD CARE AND SUPPORT LIMITED

OVERALL PERFORMANCE SUMMARY 2025/26

Subsidiary performance

Blythson Limited

Blythson Limited reported EBITDA of £1.4 million (2025: £1.2 million) and profit before Gift Aid of £1.4 million for the year ended 31 March 2026 (2025: £1.2 million). While performance was below original budget, the subsidiary maintained a resilient operating position in a challenging social care environment and performed better than the previous year.

Income performance remained strong, supported by increases in care package values, commissioned hours and fee uplifts, offsetting the impact of two planned services not opening within the year. Occupancy levels remained strong across Blythson's 19 sites.

Operationally, the business maintained strong compliance across key performance indicators, with internal quality audits consistently exceeding 85%, demonstrating continued focus on service quality and regulatory compliance. Blythson Limited had three active CQC-registered services: two were rated 'Good' and one was rated 'Outstanding'. Other previously registered services are archived.

Kingswood Care Services Limited

Kingswood Care Services Limited reported EBITDA of £0.5 million (2025: £0.4 million) and profit before gift aid of £0.5 million for the year ended 31 March 2026 (2025: £0.4 million). Performance was below budget primarily due to delayed occupancy and slower-than-anticipated mobilisation of new services, it was however slightly better than previous year.

Despite these challenges, operational performance remained stable. Occupancy levels improved during the year following the successful mobilisation of a new service, bringing the total number of services to eight.

Kingswood also maintained strong compliance across key performance indicators. It has six active CQC-registered services: five were rated 'Good' and one was rated 'Outstanding'.

LOOK AHEAD CARE AND SUPPORT LIMITED
DELIVERY AGAINST STRATEGIC OBJECTIVES
DELIVERY AGAINST STRATEGIC OBJECTIVES

The following sections set out our performance and direction of travel against each of Look Ahead's Strategic Objectives, including progress against key priorities, the impact of strategic business decisions, and our approach to investment, service delivery and continuous improvement in each area.

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

This section outlines our Tenant Satisfaction Measures, our commitment to customer voice, co-production and delivering the Consumer Standards, as well as our approach to quality and continuous improvement and learning across the organisation.

Tenant Satisfaction Measures 2025/26

Measure	2025/26 performance	2024/25 performance
TP01 Proportion of respondents who report that they are satisfied with the overall service from Look Ahead	78.7%	78.9%
TP02 Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the repairs service	79.9%	76.0%
TP03 Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	73.5%	69.0%
TP04 Proportion of respondents who report that they are satisfied that their home is well maintained	78.9%	76.0%
TP05 Proportion of respondents who report that they are satisfied that their home is safe	82.5%	78.4%
TP06 Proportion of respondents who report that they are satisfied that Look Ahead listens to tenant views and acts upon them	75.8%	74.3%
TP07 Proportion of respondents who report that they are satisfied that Look Ahead keeps them informed about things that matter to them	79.2%	79.3%
TP08 Proportion of respondents who report that they agree Look Ahead treats them fairly and with respect	82.7%	81.2%
TP09 Proportion of respondents who report making a complaint in the last 12 months who	59.0%	58.9%

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

are satisfied with Look Ahead's approach to complaints handling		
TP10 Proportion of respondents with communal areas who report that they are satisfied that Look Ahead keeps communal areas clean and well maintained.	78.8%	78.1%
TP11 Proportion of respondents who report that they are satisfied that Look Ahead makes a positive contribution to the neighbourhood	69.2%	71.7%
TP12 Proportion of respondents who report that they are satisfied with Look Ahead's approach to handling anti-social behaviour	72.3%	67.5%
<i>Non-TSM question:</i> Proportion of respondents who report that they are satisfied that Look Ahead provides inclusive and accessible services, information, and accommodation.	77.4%	78.6%

Our 2025/26 Tenant Satisfaction Measures (TSMs) indicate that overall customer satisfaction remains stable at 78.7% (2024/25: 78.9%), reflecting consistent performance across core services.

Customers report strong levels of satisfaction with their homes, particularly in feeling safe and that properties are well maintained, with year-on-year improvements also seen in satisfaction with repairs and the timeliness of repairs. These results suggest that customers are recognising improvements in the quality and responsiveness of maintenance services.

Customer feedback also highlights positive experiences in day-to-day interactions, with a high proportion of customers reporting that they are treated fairly and with respect. Satisfaction with how Look Ahead listens to and acts on customer views has increased, indicating continued progress in strengthening customer voice and embedding co-production in service delivery.

Satisfaction with communication remains broadly stable, suggesting that core channels are effective, although there is opportunity to further improve how information is tailored and shared with customers. Satisfaction with complaints handling remains comparatively low and unchanged at 58.9%, highlighting an ongoing need to strengthen the consistency, responsiveness and transparency of how concerns are resolved.

Feedback relating to neighbourhoods is more mixed, with a slight decline in satisfaction with Look Ahead's contribution to local areas. This suggests that customers are sensitive to wider environmental factors, including anti-social behaviour and local conditions, as well as Look Ahead's role within communities.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Overall, the results show broadly stable performance, with targeted improvements in key aspects of customers' homes and emerging strengths in customer experience, alongside clear priorities to enhance complaints handling and neighbourhood-focused engagement.

Better Outcomes, Support and Services (BOSS)

During the year, Look Ahead continued to embed its Better Outcomes, Support and Services (BOSS) programme across the majority of its services. Designed around the principles of empowerment, connection and growth, BOSS supports a more strengths-based, person-centred approach that helps customers build independence, improve wellbeing and achieve their individual goals.

The programme has strengthened the consistency and quality of support planning and delivery across the organisation, enabling services to focus more clearly on outcomes that matter to customers. Developed through extensive engagement with operational teams, people with lived experience and customer feedback, BOSS supports Look Ahead's commitment to delivering high-quality services that are responsive to individual needs.

By promoting personalised support, customer involvement and continuous improvement, BOSS also supports the organisation's delivery of the Consumer Standards, particularly through strengthening customer influence, service quality and accountability. As implementation continues, the programme is expected to further improve customer outcomes while providing greater assurance over the quality and consistency of support delivered across Look Ahead's services.

Customer voice and co-production

Customer voice remained central to Look Ahead's approach, underpinning our delivery of the Regulator of Social Housing's Consumer Standards, particularly Transparency, Influence and Accountability, and Safety and Quality. We are committed to working in genuine partnership with the people we support, ensuring customers are encouraged and supported to shape service design, quality assurance and organisational decision-making. The result is that lived experience informs service design, delivery and continuous improvement.

Over the last year, more than 70 customers and volunteers with lived experience participated in our central programme of co-production and volunteering activities across all customer groups, including unsupported tenants. Their contributions ranged from customer voice panels, working groups and service design to direct involvement in recruitment, including senior leadership and Board roles, ensuring lived experience informs decision-making at every level.

Our peer support volunteering offer continued to expand, with placements across 18 services and the introduction of new roles within Look Ahead's Central Services Teams and also with our

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

partners. These opportunities supported customers to build skills, confidence and work experience and progress towards employment.

Customer insight has increasingly shaped service design, supporting the Quality and Safety Standard. Eight focus groups, including co-design sessions for two new services (Barnsley Street Neighbourhood Mental Health Centre and Brenda Road) informed improvements such as more homely environments, better storage and lighting, and more flexible communal spaces.

We introduced Policy Stars, a co-produced initiative strengthening customer influence over policies and procedures in line with the Transparency, Influence and Accountability Standard. The group now plays a key role in shaping policies and procedures, strengthening areas such as restrictive practice through clearer review processes, enhanced health checks following incidents, and greater involvement of customers and Experts by Experience in the organisation's approach to safeguarding.

Customers also shaped organisational communication through our Heads-Up Editorial Group, which co-produces our quarterly magazine to ensure it is accessible, relevant and reflective of customer priorities.

Customer voice continues to inform strategic oversight through forums such as the Tenant and Landlord Panel (TALP), which has scrutinised Tenant Satisfaction Measures, action plans and complaints performance, directly influencing organisational priorities, including the recruitment of senior leaders and Board members.

The Customer Incidents Panel (CIP) continues to strengthen our safeguarding approach, contributing to improvements in incident reporting and informing updates to policies such as antisocial behaviour, supporting the delivery of safer, higher-quality services.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Customer case study: co-production and customer voice

John, a customer living at Look Ahead's Heaney Hub service which supports people with experience of homelessness in Westminster, became involved in co-production activities following a service-based coffee morning where opportunities to participate were introduced. As he explained, "it started over coffee", with an informal conversation that led to wider engagement across the organisation.

Over the following year, John took part in a range of involvement activities. These included contributing to the *Heads-Up* newsletter, joining the Policy Stars group to inform the development of policies using customer insight, undertaking quality checking visits across services, and supporting staff recruitment at both service and organisational level.

John reflected on the impact this involvement has had: *"I'm busy, but I wouldn't want it any other way. I've grown in confidence and done so much. It feels fantastic."*

He described how involvement provided opportunities to build confidence, develop new skills and engage more actively with the wider community. His progression from initial engagement within the service to participation in organisational activity demonstrates how accessible, service-level opportunities can support wider involvement.

Embedding customer voice in this way has strengthened service quality, informed policy development and enhanced recruitment processes through direct customer input, helping to shape the services we deliver to thousands of people every year.

LOOK AHEAD CARE AND SUPPORT LIMITED
DELIVERY AGAINST STRATEGIC OBJECTIVES

Operational performance

The table below summarises performance across our key indicators, comparing end-of-year results with targets and prior year performance.

KPI	2025/26 Target	2025/26 Performance	2024/25 Performance
Operating surplus from new contracts	£871k	£787k	£441k
Quality - % of services rated outstanding or good	85.0%	74.6%	63.4%
Quality - % of services rated outstanding	4.4%	6.0%	5.6%
CQC - one area rated as inadequate or RI	0	2	1
Rent and service charge arrears (%)	7.3%	7.8%	7.2%
Customer satisfaction overall (tenant and non-tenant customers)	-	-	77.5%
Customer satisfaction - tenants in buildings (TSMs)	90.0%	78.7%	81.4%
% of complaints resolved within timescales	75.0%	88.2%	72.6%
Voluntary turnover	18.0%	15.6%	19.0%
Staff engagement	85.0%	80.0%	81.0%
All reactive repairs - % within target times of all completed (CX)	90.0%	90.6%	85.0%
Landlord Gas Safety Records	100%	100%	100%

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Operational performance

During the year, Look Ahead delivered strong operational performance across many of its key indicators, with improvements in service quality, complaints handling, staff retention and responsive repairs, while continuing to focus on areas where further progress is required, including customer satisfaction, arrears performance and quality consistency across all services.

New contract growth contributed £787,000 through contract negotiations and income generation. Although below the target of £871,000, this represented a significant increase on the previous year (£441,000), reflecting continued success in securing and growing services despite a challenging commissioning environment.

Performance in complaints handling improved significantly, with 88.2% of complaints resolved within target timescales, exceeding the organisation's target of 75% and improving substantially on the previous year's performance of 72.6%. Responsive repairs performance also strengthened, with 90.6% of repairs completed within target timescales, exceeding target and improving on the prior year. The organisation remained fully compliant with landlord gas safety requirements throughout the year.

Quality performance continued to improve, with the proportion of services rated Good or Outstanding increasing from 63.4% to 74.6%, representing a significant year-on-year improvement and continued progress towards the organisation's long-term quality ambitions. The proportion of services rated Outstanding increased to 6.0%, exceeding target and improving on the previous year. While overall performance remained below the organisation's ambitious target of 85%, the year saw meaningful progress across the portfolio. Two CQC-regulated services were rated Requires Improvement at year end compared with one in the previous year, and both were supported through targeted improvement plans and enhanced operational oversight. One service was subsequently re-inspected and re-rated Good early in 2026/27, demonstrating the effectiveness of this approach.

Rent and service charge arrears increased to 7.8%, compared with 7.2% in the previous year, and remained above the target of 7.3%. This reflected a combination of operational challenges, including void levels in a small number of services and wider pressures affecting customers and local authority placement activity. The organisation continued to focus on income maximisation, occupancy improvement, tenancy sustainment and service remodelling initiatives to strengthen financial resilience.

Customer satisfaction measured through the Tenant Satisfaction Measures framework was 78.7%. While this remained below the organisation's target of 90%, performance was relatively stable compared with the previous year and provides a strong foundation on which to build. During the year, the organisation continued to strengthen customer engagement, improve communication and increase opportunities for customer influence, with a continued focus on improving customer experience and satisfaction over the longer term.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Workforce indicators remained strong. Voluntary turnover reduced to 15.6%, outperforming the target of 18.0% and improving on the previous year's position of 19.0%, supporting service continuity and workforce stability. Staff engagement remained high at 80% and was broadly consistent with the previous year, although below the organisation's ambitious target of 85%.

Overall, the year demonstrated resilient operational performance, with improvements across a number of key indicators and continued progress in service quality, customer outcomes and workforce stability. While some measures remained below target, the organisation enters 2026/27 with a clear focus on building on the progress achieved during the year and delivering further improvements in quality, customer satisfaction and financial performance.

Complaints, health and safety, and anti-social behaviour

Listening to and learning from customer feedback and indicators remains a key part of how we improve services and strengthen accountability to our customers. We are committed to ensuring that complaints are handled fairly, transparently and in line with the Housing Ombudsman's Complaint Handling Code. We have a lead board member for complaints who assures that our approach is effective and that learning is embedded across the organisation.

During the year, we continued to strengthen our approach to complaints handling, focusing on improving timeliness, consistency and organisational learning.

We received 61 formal complaints, 88.2% of which were resolved within timeframes. 94.4% were resolved within agreed extended timeframes.

Complaints continue to be an important source of insight, helping us to identify themes, address service issues and improve outcomes for customers. We have processes in place to ensure that learning is shared across operational and central teams and embedded through our wider quality and governance framework, including oversight by our Quality and Safety Committee.

Alongside complaints data, we monitor a wider set of operational indicators that provide important insight into the complexity of customer need and service delivery. This includes safeguarding, health and safety and ASB incidents across the organisation. The number of recorded incidents reflects the scale of our services and the high level of demand and risk to safeguarding risks inherent in the groups we support.

- 318 recorded safeguarding incidents
- 340 recorded health and safety incidents
- 332 recorded ASB incidents

Incidents are actively reported and monitored as part of a strong safety culture, and higher volumes can reflect improved reporting, early intervention and proactive risk management rather than deterioration in service quality.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Quality and continuous improvement

Delivering safe, high-quality and outcome-focused services remains central to Look Ahead's purpose.

During the year, we strengthened the rigour of our quality assurance arrangements while continuing to develop a more integrated approach to continuous improvement, regulatory compliance and organisational learning across our services.

Our internal Quality Management System (QMS) provides a structured framework for assessing service quality and driving improvement. It is intentionally aligned with the standards and inspection approach used by the Care Quality Commission (CQC), while setting a deliberately high internal threshold to provide stronger assurance over service quality.

During 2025/26, 77.7% of services were rated 'good' or 'excellent' through the QMS. The model is strengthened by the involvement of Quality Checkers: trained customers with lived experience who bring insight, challenge and an important customer perspective to our assessments.

During the year, we also progressed a comprehensive redesign of the QMS. This marks a shift from a model focused primarily on assurance and compliance towards a more balanced framework that brings together assurance, quality control and formal quality improvement. Drawing on established healthcare quality improvement approaches, the revised model will place greater emphasis on using data and insight to identify improvement priorities, applying structured improvement methods, and strengthening feedback loops so that learning is shared and embedded across the organisation.

Regulatory performance remained broadly stable across Look Ahead and its subsidiaries.

The Group delivers a range of CQC-registered services across Look Ahead and its subsidiaries. Of Look Ahead's assessed services, 78.0% were rated Good, with clear action plans and enhanced oversight in place for services requiring improvement. Of Blythson/Proactive's active rated services, two were rated Good and one Outstanding; within Kingswood, five services were rated Good and one Outstanding. Archived services have been excluded from these ratings.

Together, these outcomes provide external validation of the quality of care and support delivered, while also highlighting the areas where further improvement activity is being targeted.

We continue to use a structured mobilisation approach for new services, allowing time for safe and effective practice to embed before formal quality assessment takes place, while still enabling issues to be identified and addressed at an early stage. We have also continued to strengthen regulatory arrangements for services for children and young people, including progress through the Ofsted registration process where applicable, supporting consistent quality, safeguarding and accountability across service types. Look Ahead has seven young people services that are registered with Ofsted, offering up to 82 units for 16-18 year olds.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Oversight is provided through the Quality and Safety Committee, which monitors performance, scrutinises risk and supports organisational learning. This is increasingly complemented by cross-functional Quality Improvement groups, bringing together operational and central teams to address the most significant and recurring challenges identified through performance data, customer insight and assurance activity.

In 2026/27, we will launch a refreshed Quality Strategy, setting out our longer-term approach to quality, improvement and regulatory compliance, aligned with the Regulator of Social Housing's Consumer Standards and other relevant regulatory frameworks.

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

Our evolving business model

Over the past year, Look Ahead has continued to refine its operating model to strengthen long-term sustainability and align more closely with areas of highest demand within the health and social care system. This has involved a deliberate shift towards services that support statutory client groups, particularly through increased engagement with NHS commissioners and Adult Social Care, and the expansion of provision linked to hospital discharge, prevention and community-based care pathways. Building on our established expertise as a social care provider, we have prioritised growth in services supporting individuals with complex and high-acuity needs, where demand is both significant and non-discretionary, and where funding is derived from existing statutory budgets rather than new or time-limited funding streams.

Alongside targeted service development, we have taken a strategic approach to rebalancing our portfolio, reducing our exposure to lower-margin and less sustainable contracts while strengthening performance across our existing services through proactive contract uplift negotiations, restructuring and cost control. This has been complemented by our approach to asset management, including repurposing existing buildings and investing in fit-for-purpose accommodation that enables the delivery of higher-quality, specialist services aligned to commissioner and customer need.

As a result, the organisation is operating from a more focused and resilient base, with a growing proportion of activity aligned to statutory funding streams and long-term partnerships with health and social care commissioners. This approach is well aligned with wider policy developments, including the continued shift of resources and services from hospital settings into community-based care, growing emphasis on prevention and hospital discharge pathways, and the development of neighbourhood health models that require closer integration between housing, health and social care services.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

In parallel, forthcoming supported housing regulatory reforms are expected to place greater emphasis on quality, outcomes, governance and strategic planning, creating an environment which is likely to benefit experienced, specialist providers already governed by regulatory frameworks. While this model continues to carry inherent complexity, including high customer need and turnover, it positions Look Ahead to respond effectively to sustained system demand, deliver improved outcomes for customers with complex needs, and generate more stable and sustainable income over the medium term

Business development

Business development performance over 2025/26 was driven by a combination of new service mobilisation, successful tender activity, and the negotiation and extension of existing contracts, reflecting continued demand for Look Ahead's specialist provision. Highlights include:

- The launch of Barnsley Street Neighbourhood Mental Health Centre, England's first neighbourhood mental health NHS England pilot, delivered in partnership with East London NHS Foundation Trust (who provided a capital grant of £270,000 to Look Ahead) and Tower Hamlets Mental Health Alliance
- Expanded mental health provision in Southwark through the opening of an additional block at our Gateway service, following capital investment in 2025/26, doubling capacity to 28 placements (14 high needs and 14 medium needs) and delivering 14 new units of supported accommodation in response to sustained commissioner demand.
- Entering into a new lease at the Gateway site in Southwark with Westminster City Council, enabling increased provision of temporary accommodation and strengthening cross-borough partnership delivery.
- Developing a new short-term mental health service at Ibis House, Newham, incorporating crisis units from the Newham Knok service into a single delivery model from April 2025, increasing total contract income by over £270,000 per annum.
- Launching a new Hospital Independent Domestic Violence Advocacy (HIDVA) service at Maidstone Hospital in Kent in late 2025, funded by the Integrated Care Board through Kent County Council, embedding specialist support within healthcare settings to improve safeguarding, enable earlier intervention and support safer discharge outcomes.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Barnsley Street Neighbourhood Mental Health Centre, Tower Hamlets

Barnsley Street Neighbourhood Mental Health Centre is a 24/7 community-based mental health service in Bethnal Green, co-developed by Look Ahead, East London NHS Foundation Trust (ELFT) and the Tower Hamlets Mental Health Alliance, and funded by NHS England. It is the first service of its kind in England to deliver a neighbourhood-based model of community mental health care.

The centre brings together a multi-disciplinary team under one roof, including psychiatrists, nurses, psychologists, occupational therapists, social workers and third sector partners. Serving a local population of around 60,000 residents, it provides coordinated, person-centred support through planned care, drop-in provision and structured activities, alongside short-term crisis support.

Operating from a repurposed Look Ahead property, the service represents a shift away from traditional, fragmented models of care by embedding support within the community. A key feature is the provision of six guest beds for short-term stays, enabling individuals to recover during periods of crisis and, where appropriate, avoid hospital admission or support step-down from inpatient care.

Early outcomes demonstrate significant system-wide impact. Since its introduction, ELFT has reported a reduction in bed days consumed across Tower Hamlets Adult Acute Wards from 216 bed days per month (around 7 beds) to 81 bed days (around 3 beds). The length of stay of each episode has more than halved from June 2025, releasing capacity within the system and supporting more efficient use of NHS resources

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Ibis House, Newham

Ibis House is a specialist mental health service developed by Look Ahead in partnership with the East London NHS Foundation Trust (ELFT). Based at a redeveloped Look Ahead property in Newham, the service provides 24/7 community-based support for up to 13 people at a time who are well enough to leave hospital but not yet ready to return home.

The service offers a psychologically informed, non-clinical environment where individuals can stay for a short period while continuing to engage with their NHS home treatment team. During their stay, customers receive intensive, holistic support with medication, managing mental health, accessing benefits, and engaging with employment, training and education opportunities, alongside connections to specialist services.

Andreas' experience illustrates the impact of this approach. After a period in hospital, he moved to Ibis House at a point where he no longer needed inpatient care but still required structured support to rebuild his independence.

He reflected: *"Being here is better for me. I have way more freedom than on the ward."*

With tailored one-to-one support, Andreas was able to re-establish daily routines, manage his medication, and plan for his future.

"The staff are there if you need anything, whether that's support, or even simple things like bin bags, toilet roll or cans of food. They check my flat once a week and drop by to see how I'm doing regularly.."

With this support, Andreas moved on to longer-term accommodation, avoiding a return to hospital and continuing his recovery in the community.

Alongside improving outcomes for individuals, Ibis House delivers significant system-wide benefits. The service has enabled ELFT to reduce private bed and temporary accommodation spend to near zero, improved the flow of patients through hospital services, and reduced pressure on A&E. The service is now regarded by partners as an integral part of the local mental health pathway, supporting timely discharge and reducing the likelihood of re-

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Kent HIDVA

Look Ahead launched the Hospital Independent Domestic Violence Advocacy (HIDVA) Service at Maidstone Hospital in late 2025, representing a new development in our domestic abuse provision across Kent and Medway.

Funded by the Integrated Care Board through Kent County Council, the service embeds a specialist IDVA within the hospital, enabling healthcare professionals to respond more effectively to domestic abuse disclosures and safeguarding concerns. The HIDVA worker provides immediate, person-centred support, including risk assessment, safety planning and onward referrals, while strengthening coordination between hospital teams, the police and adult social care to support safer discharge planning.

This approach is particularly impactful for individuals in crisis. In one case, a patient experiencing financial abuse and neglect was identified by the safeguarding team with limited access to communication or external support.

Through direct, face-to-face engagement, the HIDVA worker enabled safe disclosure, coordinated multi-agency intervention, and supported the individual to engage with the police and social services. As a result, they were able to move into safe accommodation on discharge and access ongoing support, significantly reducing risk and stabilising their situation.

“My HIDVA worker was kind and listened to me. I felt safe with her.”

The service also provides training and joint working with NHS staff, improving early identification of domestic abuse and strengthening safeguarding practice. This demonstrates the value of integrating specialist domestic abuse support within healthcare settings, improving outcomes for customers while reducing risk and demand on public services

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Gateway, Southwark

Look Ahead expanded its Gateway Mental Health Service in Southwark during the year through the conversion of an additional block, delivering 14 new units of supported accommodation and doubling capacity to 28 placements (14 high-needs and 14 medium-needs). This capital investment has increased access to specialist provision and enabled more timely support for people with complex mental health needs in an area of sustained demand.

The expansion forms part of a broader strategy to optimise assets and align provision with local commissioner priorities. Alongside the works, a new lease agreement with Westminster City Council has strengthened cross-borough partnership working and increased the availability of temporary accommodation across the wider site.

Mustafa is one of the customers to benefit from Gateway's expanded pathway. After initially requiring higher levels of support, he stepped down to medium-support accommodation and has made significant progress towards independence, now managing his medication, finances and daily living within his own self-contained flat.

Reflecting on his progress, Mustafa said: *"My mental health has gotten a lot better, I'm managing more on my own and am getting ready to move on. I'm building my independence. I finally feel like I'm getting somewhere — it's fantastic."*

Mustafa is now preparing to move on to more independent accommodation. His experience illustrates how Gateway's expansion is helping more people to stabilise, build independence and achieve sustainable move-on outcomes, while increasing access to much-needed supported housing.

Service retentions including our Tower Hamlets Young People's Supported Housing Pathway and our Antill Road Day Support Service, also in East London.

Children and Young People's Supported Housing Pathway, Tower Hamlets

Look Ahead delivers the Tower Hamlets Young People's Pathway, providing supported accommodation and structured support for young people, including those leaving care. The pathway operates across multiple sites in the borough, including Ofsted-registered provision, and provides a staged approach to independence, combining accommodation with tailored support to develop skills, confidence and positive move-on outcomes.

Ameena joined the service at age 17 and was supported through a structured programme focused on independence and personal development. Reflecting on this transition, she described how the service provided clarity and reassurance from the outset: *"When I moved in, the staff explained everything to me and how we would work together for my future."*

Support focused on building practical independent living skills, including cooking, budgeting, maintaining accommodation and managing daily routines. Alongside this, the

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

customer was supported to access and sustain college-based education, where they began studying media and developing longer-term aspirations.

As Ameena prepared to move on, support was tailored towards securing and sustaining independent accommodation. This included assistance with bidding for housing and continued floating support following move-on, enabling a stable transition into independent living.

“After Look Ahead’s support, I feel a lot more confident going forward.”

In addition to core service provision, Ameena accessed further opportunities through Look Ahead’s Futures Fund, supported by LandAid StreetSmart funding. This included a bursary to support progression into higher education and tailored support from a Futures Coach, helping to develop career goals and plan next steps. Now aged 20, Ammena has successfully moved into independent accommodation and is preparing to begin a university degree in content creation.

Antill Road Learning Disability Day Service, Tower Hamlets

During 2025/26, Look Ahead successfully retained the Antill Road Learning Disability Day Service in Tower Hamlets following a competitive tender process.

The service provides specialist, activity-based support for up to 25 adults with moderate to profound learning disabilities, including people with complex health, communication and behavioural needs.

The new contract builds on more than a decade of established delivery, ensuring continuity for the people supported and their families and carers. It also reinforces Look Ahead’s position as a trusted specialist provider in the borough.

Investment in systems and transformation

Look Ahead’s growth strategy continues to be supported by *Move Forward*, our organisation-wide transformation programme. Now in its fifth year, the programme brings together investment in systems, infrastructure, data, organisational design and new ways of working to strengthen operational effectiveness and improve outcomes for customers.

During 2025/26, the Group invested approximately £1.9 million in transformation and systems spanning, finance, customer and operating systems.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

This included continued investment in Unit4, the new finance system which focused on strengthening financial controls, automating processes and enabling more accurate, timely reporting. Ongoing work to integrate Look Ahead's finance, HR and customer systems should continue to improve data quality and reduce manual intervention across the organisation.

We continued to invest in the development and implementation of our new BOSS (Better Outcomes, Support and Services) framework, accompanied by the launch of Nourish, our new digital support planning and case management approach.

The introduction of this single digital platform is replacing fragmented and paper-based processes, reducing duplication and administrative burden for frontline teams, enabling staff to spend more time directly with those they support. Real-time data, dashboards and alerts are also improving management oversight, enabling earlier identification of emerging risks and more proactive intervention.

Within its first three months of launch, over 110,000 interactions between customers and support staff, 3,000 medication interactions and 32,000 handover notes had been recorded on the system. As the system continues to embed, we expect to see increased consistency of support planning, better recording of risk management, and increased evidence of outcomes. Overall, this investment represents a significant commitment by Look Ahead to improving service quality, enhancing customer outcomes and ensuring that resources are directed towards frontline delivery and impact.

Alongside this, Look Ahead continued to invest in digital infrastructure and cyber security, including migration to a cloud-based environment through a new managed service provider. This has strengthened resilience and security, reduced reliance on legacy infrastructure, and created a more flexible and scalable platform for future development.

Taken together, these investments are supporting improved value for money by increasing efficiency, strengthening financial oversight, improving data quality and enabling better use of staff time. They also provide a stronger foundation for decision-making and for targeting resources where they can have the greatest impact for those we support.

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

Our homes and assets

Look Ahead's asset management strategy is focused on ensuring that its property portfolio remains safe, compliant, financially sustainable and aligned to the organisation's long-term service delivery objectives. Look Ahead currently owns 1,181 properties (1,035 which are regulated by the Regulator of Social Housing), manages a further 682 properties on behalf of

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

other landlords, and provides support-only services to customers in 332 properties. Together, the subsidiaries, Blythson Limited and Kingswood Care Services Limited, own and manage a further 27 properties, providing 88 units of accommodation across the two. This compares to 1,242 owned units and 692 managed units in 2024/25.

The strategy adopts a structured, evidence-based approach to investment and asset performance, with regular assessment of properties against financial, operational, compliance and customer outcome measures. This enables the organisation to target investment where it will have the greatest impact on service quality, building safety, operational efficiency and long-term value.

A key driver is to increase the proportion of services delivered from properties owned by Look Ahead wherever possible. Ownership provides greater control over the quality of accommodation, the customer experience, asset investment decisions and the long-term sustainability of services. The organisation continues to review opportunities to repurpose, acquire or redevelop assets to better meet commissioner demand and support the delivery of specialist services for people with complex needs including physical and learning disabilities.

Where services are delivered in properties owned by third parties, Look Ahead seeks to establish robust housing management arrangements that provide high-quality homes for customers while ensuring that management fees and contractual arrangements adequately reflect the costs and responsibilities associated with service delivery. The organisation has continued to strengthen its approach to negotiating housing management agreements, with an increasing focus on securing sustainable financial returns, clear accountability for property standards, and compliance with regulatory and building safety requirements.

Through this approach, Look Ahead aims to maintain a high-quality property portfolio that supports positive customer outcomes, delivers value for money and strengthens the organisation's long-term financial resilience while ensuring that homes remain safe, well-maintained and fit for purpose.

Investment in our housing stock and service infrastructure

During the year, the Group invested £5.4 million in planned works to maintain, improve and future-proof its housing portfolio and service environments. This programme reflects our ongoing commitment to providing safe, high-quality, and energy-efficient homes, while ensuring our properties remain fit for purpose to meet evolving customer needs.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Cudworth Street Estate refurbishment, Tower Hamlets

During 2025/26, Look Ahead completed a major refurbishment programme across the Cudworth Street Estate, covering Cudworth Street, Collingwood Street, Barnsley Street and Coventry Road. Building on approximately £1.5 million invested in 2024/25, the programme included full roof and window replacement, damp-proofing to ground floor flats, wall cavity clearance and insulation, drainage improvements, and the renewal of kitchens, bathrooms and heating systems where required.

Communal areas also benefited from redecoration, flooring renewal and minor landscaping works, helping to create safer, more attractive and better maintained environments for customers.

Supported by £3.45 million of Greater London Authority (GLA) grant funding, the works have significantly improved building condition, enhanced thermal efficiency and reduced long-term maintenance liabilities. This demonstrates Look Ahead's evidence-based asset management approach in practice: targeting investment where it improves safety, sustainability, customer experience and long-term value.

Barnsley Street Neighbourhood Mental Health Centre, Tower Hamlets

At Barnsley Street, targeted property investment supported the creation of a new neighbourhood mental health crisis service, delivered in partnership with East London NHS Foundation Trust (ELFT). The scheme was supported by £270,000 of ELFT capital funding and represents the first NHS England Neighbourhood Mental Health Service pilot to go live in England.

The works enabled three self-contained flats to be converted into six crisis rooms with en-suite washing facilities. Shared facilities were also created, including a laundry room, communal lounge, kitchenette, office and reception space, providing a more suitable environment for a 24/7 drop in community-based service, where clinical and support teams are collocated onsite.

The project has expanded local service capacity and strengthened the suitability of accommodation for people requiring intensive, community-based mental health support. It illustrates how Look Ahead combines partnership funding, service insight and asset adaptation to deliver better outcomes and make more effective use of its property portfolio.

LOOK AHEAD CARE AND SUPPORT LIMITED
DELIVERY AGAINST STRATEGIC OBJECTIVES

Across the wider portfolio, targeted works were undertaken to maintain asset quality and improve energy performance. This included window overhauls and introduction of secondary glazing at 521–529 Commercial Road and Marjorie Mews, enhancing thermal efficiency within Grade II listed buildings while preserving heritage requirements.

We delivered a programme of cyclical redecoration and flooring replacement across communal areas in multiple properties, alongside external redecoration works, ensuring environments remain safe, attractive and well-maintained for customers.

In addition, heating systems, kitchens and bathrooms were replaced across a number of schemes, and window replacement programmes were completed at several sites. These works contribute to improved living standards, energy efficiency, and compliance with regulatory and quality standards.

Overall, this investment programme demonstrates a balanced approach to asset management, combining major capital works, service-led adaptations, and cyclical maintenance to sustain property standards, support service delivery, and deliver long-term value.

Investment and acquisitions

Service case study: Brenda Road, Wandsworth

In September 2025, the Group invested £2.0 million to acquire two properties at Brenda Road, with a further c.£1.1 million committed to redevelopment to create a specialist supported accommodation service for people with complex mental health needs. The properties were acquired from a general needs housing association that was disposing of these assets. By acquiring them, Look Ahead has retained these valuable homes for people with complex needs, keeping them within the supported housing sector and protecting supply that might otherwise have been lost.

Delivered in partnership with the London Boroughs of Richmond and Wandsworth, the scheme will provide 12 high-quality, self-contained units within a community setting. The service is designed to support individuals transitioning from inpatient or higher-acuity placements, enabling recovery closer to home and improving continuity of care through stronger links to local support networks.

This investment responds to local system pressures, particularly the reliance on high-cost out-of-borough placements. By creating additional in-borough capacity, the scheme is expected to support more effective discharge pathways, deliver better value for commissioners and improve outcomes for individuals through greater stability and community connection.

The redevelopment will incorporate psychologically informed and trauma-sensitive design principles, including private en-suite accommodation, shared spaces and secure external areas, to promote safety, independence and progression towards more independent living. Current

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Look Ahead customers have been actively involved in the development of the design brief for this project.

The Brenda Road scheme development demonstrates Look Ahead's approach to using targeted capital investment to deliver social value, by expanding specialist provision, strengthening local partnerships and creating sustainable, commissioner-aligned services that support long-term recovery and retention of valuable housing stock within the supported housing sector. The service is expected to open in late 2026.

Disposals programme

During 2025/26, Look Ahead continued to implement its Board-approved disposal strategy. Two non-core properties were sold during the year, with further disposals progressing after the year end. Disposal decisions reflected an assessment of strategic fit, financial and social return, future investment requirements and customer impact. Properties were marketed through appropriate competitive processes, with proceeds supporting liquidity and reinvestment in homes and services more closely aligned with the Group's strategic priorities.

The disposals programme reflects a values-led approach to asset management, ensuring resources are directed towards homes and services that deliver the greatest impact for customers. By divesting assets that are no longer aligned with strategic priorities, Look Ahead is strengthening its ability to invest in safe, stable accommodation for people across its core customer groups.

Assets are sold at market-aligned values through competitive processes, supporting liquidity without additional borrowing and enabling reinvestment into core supported housing, acquisitions and services that align more closely with Look Ahead's mission.

Overall, the programme demonstrates disciplined portfolio management with a clear social purpose; recycling capital into provision that delivers better outcomes for customers, commissioners and communities.

Building safety and compliance

Building safety remains a key priority for Look Ahead. At 31 March 2026, all high-risk and communal buildings had current Fire Risk Assessments in place. Compliance was also maintained at 100% for gas safety, communal electrical inspections, asbestos surveys, legionella risk assessments and lift servicing and inspections. Domestic electrical safety compliance was 99.6%, with targeted action in place for the small number of outstanding inspections.

More than 95% of properties had been covered by stock condition surveys over the preceding three years, strengthening the information used to plan investment and manage property condition risks. Compliance with the Decent Homes Standard increased to 96.0%, compared with 92.0% in the previous year.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Damp and mould cases were monitored during 2025/26 using two reporting methodologies, following the introduction of the Awaab's Law tracker in October 2025. This means that a single directly comparable full-year measure is not available from the current tracker. Following the year end, enhanced monitoring recorded 156 cases between 1 April and 31 August 2026. Of these, 26 cases (17%) were reported directly by customers, 105 (67%) were identified by internal teams and services, and 25 (16%) were raised by contractors. In response, 119 cases (76%) required inspection and immediate mould-wash or make-safe action, while 37 cases (24%) progressed to further remedial works.

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

At Look Ahead, our people are at the centre of everything we do. The quality of our care and support is shaped by the skill, compassion and commitment of our staff, and during 2025/26 we continued to invest in their wellbeing, development and stability.

Our workforce today

In the year ended 31 March 2026, the Group employed 1,276 employees, 923 at LACS, 226 at Blythson and 127 at Kingswood Care Services Limited. This compares to 1,255 Group staff in 2024/25.

A more stable and supported workforce

This year, we saw continued improvement in staff retention, with voluntary turnover reducing to 15.6%, outperforming our target of 18%. In a challenging social care labour market, this reflects the impact of sustained investment in our workforce.

We continued to prioritise fair pay, delivering a ~6.8% increase for the significant majority of frontline staff, building on last year's uplift. Over two years, this represents a ~12.5% increase for those on the London or National Living Wage.

Staff continued to tell us that Look Ahead remains a positive place to work. Our engagement score remained strong at 80%, and 85% of staff said they feel respected regardless of background, reflecting a positive and inclusive culture.

We also strengthened workforce stability in our services. Agency staff spend remained low at 2.5% of total staffing costs, while bank staffing decreased to 18% of overall staffing spend, highlighting better workforce planning and greater consistency for our customers.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Investing in skills, growth and opportunity

We continued to expand opportunities for staff to learn, grow and progress. 100% of staff completed Performance and Development Reviews, ensuring consistent space for reflection, development and career planning.

Our investment in training increased significantly this year, with 549 face-to-face training sessions delivered. More staff than ever progressed through formal qualifications, including 36 completing ILM-accredited programmes and 23 achieving counselling qualifications. We also strengthened our early career pipeline, offering 33 apprenticeships across the organisation.

Alongside this, we improved recruitment efficiency, reducing the average time from offer to induction to 31 days, helping new staff join services more quickly and reducing pressure on teams. During the year, we attended nine recruitment fairs to support targeted hiring.

Keeping people safe

We maintained strong compliance with safeguarding, mandatory training and pre-employment checks during the year. Safeguarding Adults training remained at 100% compliance, Safeguarding Children at 98.0% and Data Protection at 90.0%. Pre-employment checks also remained robust, with 96.0% compliance for DBS checks, 99.0% for references and 100% for right-to-work verification. These safeguards are essential to maintaining safe services for both our staff and the people we support.

Building a diverse and inclusive organisation

We remain committed to creating a workforce that reflects the communities we serve and where everyone has the opportunity to thrive.

Our median gender pay gap reduced to -1.4%, meaning women are paid slightly more on average than men, and we continue to report no bonus pay gap. Women now hold 64.0% of our highest-paid roles, with 80.0% of promotions awarded to women during the year.

We continue to make progress on ethnic diversity in progression. 47.0% of promotions were awarded to staff from Black, Asian, Mixed or Other ethnic backgrounds, and 69.0% of participants in development programmes came from these groups.

While there is more to do to ensure consistent progression across all groups, these figures demonstrate continued progress in building a more diverse leadership pipeline.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Fundraising, partnerships and social value

In 2025/26, Look Ahead increased its impact through a growing programme of fundraising, grant making and corporate partnerships. Through the launch of our Connect programme, we brought together funders, businesses and community partners to create opportunities that improve wellbeing, build skills, strengthen communities and enhance the places where people live.

Connect provides a framework for partners to contribute through funding, volunteering, donations, specialist expertise and social value activity, aligned to four key themes: Homes and Spaces, Health and Wellbeing, Skills and Work, and Arts and Celebration. This approach is helping us build longer-term partnerships that deliver meaningful benefits for customers across our services.

Fundraising supported a wide range of initiatives for people with mental health needs, learning disabilities and autism, young people, care leavers, and people experiencing homelessness or complex needs. We secured valuable grant funding, including £19,969 from the National Lottery Awards for All programme to expand a successful arts programme in our Hackney mental health care homes. Additional funding enabled gardening projects, wellbeing activities, cost-of-living support and improvements to service environments.

For young people, support from LandAid funded a dedicated Futures Coach, helping customers access education, employment and training. We also awarded 13 bursaries, enabling young people to pursue opportunities ranging from apprenticeships and vocational training to higher education.

Across our learning disability, autism, homelessness and complex needs services, fundraising and partnership support helped provide accessible health and wellbeing activities, social inclusion opportunities, community and cultural events, equipment and improvements to communal spaces. Corporate volunteers and donors also contributed thousands of pounds' worth of time, skills and in-kind support.

Our annual Christmas Appeal raised more than £20,000 with the support of over many partners as well as individual donors. This funded celebrations across more than 70 services, provided gifts to over 300 children living in our services, and helped ensure customers across Look Ahead could take part in festive activities and community celebrations.

Thank you to our supporters

We would like to extend our sincere thanks to all those who supported Look Ahead during 2025/26. Together, your support, through funding, volunteering, in-kind donations and partnership working, has helped us create opportunities, strengthen communities and improve the lives of the people we support.

LOOK AHEAD CARE AND SUPPORT LIMITED
DELIVERY AGAINST STRATEGIC OBJECTIVES

We are grateful to the following organisations and individuals for their support:

1st Stop AD Construction Afro in Heels Arts Council England Asprey Avison Young Barclays Brasier Freeth Chas Berger Chequers Cripplegate Foundation Design Culture East London Dance Employee Volunteering Faithorn Farrell Timms LLP (FFT) Felix Project Fortnum and Mason GDS Chartered Surveyors Glendale Heinz, Anna and Carol Kroch Foundation Home Minders Idverde Inspiring East Village Community Fund Interform Contract Furniture Islington Giving	JTI LandAid Learning Pool OrchLab and the London Philharmonic Orchestra Neuven National Lottery Awards for All New Line Essex Office Blinds Orange Peel Parking Control Management QEMS Redbridge Household Support Fund RGE Limited Richard Slowick RLS Law Royal Academy of Arts Santa and the City Screwfix Foundation SEGRO Smartdesc Sovereign Network Group Spoore, Merry and Rixman Foundation StreetSmart Ultimate Facilities Management Vigilant Security Services Wates Family Enterprise Trust Wetton Cleaning Services Ltd WrapUp London
---	---

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

FINANCES - We will be financially strong, enabling sustainable investment in our services, properties and people.

Summary of financial statements and position

During the year, the Group generated an operating surplus before amortisation of goodwill of £0.2 million. While this represents a reduction compared with the prior year figure of £1.6m, the previous year included significantly higher profit on disposal of fixed assets, which were approximately £2.0 million greater than in the current year. Excluding the impact of these one-off disposal gains, the Group's underlying operating performance improved compared to 2024/25.

The Group continued to strengthen its core operating performance during 2025/26, with EBITDA excluding profits on disposal of fixed assets increasing to £2.9 million from £2.2 million in the prior year. The improvement reflects continued focus on operational efficiency, service performance, and robust cost management.

Turnover increased by 1.5% during the year, reflecting continued progress in the Group's strategy to strengthen financial performance and long-term sustainability through focused operational delivery and service growth. This growth was achieved alongside cost management, with operating expenditure increasing by only 0.7%, significantly below the rate of income growth. The improvement in the relationship between income growth and expenditure demonstrates the organisation's continued focus on operational efficiency, cost control, and sustainable service delivery in an increasingly challenging economic environment.

As part of the Group's ongoing asset management strategy, two properties were disposed of during the year where returns and long-term strategic value were limited. At the same time, the Group invested £2.8 million in two new properties to support future service delivery, improve the quality and suitability of the asset base, and strengthen long-term operational sustainability.

Overall, the year reflects continued progress in improving the resilience of the organisation's core operating performance while maintaining investment in future growth and service capacity. This represents a significant turnaround and reflects the positive impact on our ongoing efforts to strengthen financial sustainability and improving operational performance.

Our interest cover ratio (as defined by CAF covenant) rose to 868% providing reassurance on our capacity to meet borrowing obligations. The Group is in a very strong financial position with liquid assets of £19.2 million in cash and £3.0 million undrawn credit facility at the end of the financial period to pursue its growth strategy as well as continue to invest in its assets. The presence of both cash and an undrawn loan facility reflect prudent financial management, ensuring the Group can respond rapidly to both opportunities and risks without compromising core operations.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

In the year, gift aid donations amounting to £1.6 million were made to Look Ahead from the subsidiaries (2024/25: £1.4 million) which is included in turnover for the Association.

In the year we continued to invest in our property assets; we have spent £5.7 million on major repairs and development of existing properties compared with £6 million in 2024/25. In addition, we have spent £0.1 million on cyclical maintenance. We are committed to invest in our properties and will not defer essential works, as this is not cost effective in the long run, nor is it best for our tenants.

We invested £1.9 million in software in 2025/26 as part of our system improvement programme. We also spent £0.8 million on customer furniture.

The Group has net current assets of £7.3 million (2025: net current assets of £15.9 million). This is as a result of £11.1m reduction in cash balance which was used to fund the investments made in our properties and IT systems as mentioned above. Total net assets is £78.2m compared to £79.0m in 2024/25.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Value for money

For Look Ahead value for money means delivering our strategic objectives in the most cost-efficient way. Delivery of care and support contracts represents 50% of our income. Due to the nature of the commissioning of contracts, our support services are regularly assessed as providing value for money in a highly competitive tender environment.

Our aim remains to be delivering quality services and support to our customers despite the continued financial pressures. Look Ahead remains unique in that most of our stock is used for supported housing. Supported housing characteristically incurs more void units, requires greater expenditure on reactive and voids maintenance and suffers greater bad debts than a housing association that focuses on general needs housing. Operating margins in our specialist care and support sector sit well below those of general needs housing providers.

Value for Money KPIs

The table below shows the metrics that were introduced by the Regulator of Social Housing in April 2018. These metrics are used to assess the financial health of all organisations across the sector.

		Sector Median 2024/25	2025/26	2024/25	2023/24
1	Reinvestment	7.5%	6.0%	5.8%	6.2%
2	New Supply Delivered – social housing units	1.3%	1.1%	0.6%	0.3%
3	Gearing	46%	0%	0%	(5.7)%
4	Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover %	113%	(206%)	(21%)	(425%)
5	Headline social housing cost per unit	£5,690	£38,690	£39,530	£37,010
6	Operating Margin – Social housing lettings only	20.0%	(13.9%)	(12.3%)	(30.3%)
7	Operating Margin – Overall	17.4%	0.3%	2%	(11%)
8	Return on capital employed (ROCE)	3.0%	0.1%	1.2%	(6.2%)

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Reinvestment

Look Ahead's capital expenditure includes redeveloping existing assets, component replacement and meeting our compliance requirements as well as acquiring properties on the open market. In 2025/26 we spent £5.7 million on compliance and component replacement compared with £6.0 million in 2024/25 (note 10a). In addition, we spent £2.8 million on acquiring new properties (£1.5 million in 2024/25).

New supplied delivered – social housing units

This metric measures the number of new social housing units delivered during the year as a proportion of total social housing units owned. Performance has improved steadily over the last three years and is now approaching the sector median. This reflects continued investment in expanding specialist accommodation where demand and commissioning opportunities exist.

Growth within Look Ahead differs from the wider sector as we deliver additional units through property acquisitions, focused on meeting identified care and support needs rather than delivering large-scale housing developments. The organisation remains committed to increasing specialist housing capacity where it supports service delivery and long-term sustainability.

Gearing

Look Ahead gearing is lower than the sector's median due to the have very low borrowing. At the end of the financial year Look Ahead's cash balance exceeded its debt.

Whilst this is significantly below the sector median, it reflects the organisation's strong balance sheet position and prudent financial management. Unlike many housing associations that utilise debt to fund major development programmes, Look Ahead has maintained a very low debt position, reduced financial risk and provided greater resilience in a challenging operating environment. This position provides flexibility for future investment opportunities while protecting the organisation from interest rate volatility and refinancing risk

EBITDA MRI – Interest cover

This measure is a particular outlier for us due to our main focus on providing quality support contracts in addition to social rent on accommodation. Our business model targets a lower margin than some other registered providers due to our focus solely on social rent and providing quality support services. The operating environment for both us and the commissioning authorities has been challenging due to rising costs and reduced central government funding. The current business plan shows the organisation moves to a position where positive EBITDA MRI is sustained after year two of the plan.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Social Housing costs per unit

The headline social housing cost per unit measures the average cost of managing and maintaining each housing unit. Look Ahead's reported cost per unit remains significantly above the sector median. However, this result is materially influenced by the organisation's operating model, portfolio structure, and the requirements of the Regulator definition for this metric.

A key driver of the higher cost per unit is the structure of Look Ahead's property portfolio. At year-end, the organisation managed 682 social housing units on behalf of other landlords, alongside 1,133 owned units. Under these arrangements, rents payable to property owners and lease costs are recognised within operating expenditure and typically represent approximately 75% of the rent and service charge receivable. These costs are required to be included within the RSH calculation and therefore have a significant impact on the reported cost per unit when compared to providers with a greater proportion of owned stock.

In addition, the headline cost per unit metric reflects the specialist and intensive nature of Look Ahead's service model. The portfolio is characterised by high levels of resident turnover, with approximately 45% of units turning over each year. This results in increased voids, reletting activity and property preparation costs. Properties are also subject to more intensive usage, leading to higher repairs and maintenance costs. The complexity of housing management, combined with the need for enhanced staffing levels to support residents with complex needs, further contributes to a higher cost base.

A further significant factor is the inclusion of costs associated with delivering care and support services. These services are funded through arrangements with local authorities and commissioners and represent a significant proportion of Look Ahead's overall activity, accounting for approximately £40million or 48% of our expenditure. This level of support activity is considerably higher than that typically seen in mainstream housing providers. In accordance with the RSH definition, charges for support services are included within the headline social housing cost per unit.

The impact of including support service costs within the headline metric is further amplified by the scale of Look Ahead's operational activity relative to its housing stock. Unlike many providers, Look Ahead delivers a significant volume of care and support services alongside a comparatively smaller number of housing units. As a result, the full inclusion of £40m support expenditure within the cost per unit calculation has a disproportionate effect on the reported figure, as these costs are spread across a relatively limited unit base. This further inflates the headline cost per unit when compared to providers whose activities are more closely aligned to their housing portfolios or where support services form a smaller proportion of overall operations.

Excluding support service expenditure, the underlying housing cost per unit would be £16,759 for 2025/26, providing a more representative view of the core housing management cost base. This is a reduction from the previous year cost of unit of £16,967. While this remains above the

LOOK AHEAD CARE AND SUPPORT LIMITED
DELIVERY AGAINST STRATEGIC OBJECTIVES

sector median, it is substantially lower than the reported headline figure and provides a more meaningful view of underlying operating performance.

Despite these structural cost pressures, performance has improved year on year. As a result of strengthened cost control and enhanced performance monitoring, headline cost per unit reduced from £39,530 in 2024/25 to £38,690 in 2025/26, demonstrating continued progress in managing costs within a higher-cost operating environment.

Overall, the headline social housing cost per unit should be interpreted in the context of Look Ahead's service intensity and portfolio structure, rather than as a direct comparison of underlying efficiency.

Social Housing average cost per unit		
	2025/26	2024/25
Total units	1,815	1,808
	£	£
Service charges	5,608	5,229
Management	6,847	7,092
Routine maintenance	1,085	1,077
Major repairs	76	249
Capitalised major repairs	3,143	3,320
Total cost before support costs	16,759	16,967
Support & other costs	21,931	22,563
Total social housing cost including support per unit	38,690	39,530

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Operating margin – social housing lettings

The margin is impacted by the higher cost base associated with specialist supported housing, including lease costs and rent payable for the managed properties, enhanced repairs and maintenance expenditure, intensive housing management requirements and higher levels of client turnover.

The significant improvement since 2023/24 demonstrates progress in strengthening operational performance while continuing to meet the needs of the people we support.

Operating margin – overall

The overall operating margin measures the surplus generated across all organisational activities. Performance has improved substantially over the three-year period, moving from a significant deficit position in 2023/24 to a broadly break-even position in 2025/26. Although the result remains below the sector median, it reflects the challenges of operating within specialist supported housing and care markets, where costs are inherently higher and margins are generally lower than in the traditional general needs housing sector.

The improvement demonstrates effective financial management and continued progress towards long-term financial sustainability.

Return on Capital Employed (ROCE)

ROCE measures how effectively the organisation generates returns from the capital invested in its operations and asset base. Performance has improved significantly since 2023/24, moving from a negative return to a positive position. ROCE decreased to 0.1% compared to 1.2% in the year before, however, it is still generating a positive return. The key drivers for the positive results were the review of the contract performance and annual contract income uplifts achieved, surplus generated from disposal of fixed assets and tighter control, monitoring and procurement of operating expenditure. We expect the ROCE to continue this trajectory over the next five years in line with the business plan.

When comparing the Value for Money results to the median performance of other social housing providers, Look Ahead presents as an outlier due to its unique business model. Value for money for Look Ahead is not only demonstrating that our services are cost effective, but more broadly that our services save the public purse money and overall, improving social value through the provision of integrated services between health and housing. Not many organisations are capable of providing such combined services, making this a very niche market sector.

LOOK AHEAD CARE AND SUPPORT LIMITED

DELIVERY AGAINST STRATEGIC OBJECTIVES

Group surpluses and reserves

The Look Ahead Group's reserves as at 31 March 2026 are £78.2 million (2025: £79.0 million) of which £0.1 million (2025: £0.2 million) are restricted reserves. Reserves are internally generated resources which are reinvested in our assets and support services. Our portfolio of housing stock requires regular investment; this year we invested £5.7 million on component replacement, in addition to investing in new properties at a cost of £2.8 million.

The latest valuation of the Social Housing Pension Scheme (SHPS) multi-employer Defined Benefit scheme generated an actuarial gain which increased Look Ahead's reserves by the same amount (Note 16).

The financial investment portfolio increased from £5.0 million in 2024/25 to £5.2 million due to the strengthening in the financial markets.

Group employees

During the year ended 31 March 2026, the Group's total full and part-time staffing complement stood at 1,276 (2025: 1,255).

Look Ahead continues to work on our Inclusion Agenda and has made progress with reducing our Gender Pay Gap. We have signed up to the Inclusive Employers standards to help form our future focus. We continue to have positive relationships with UNISON and work with staff on our culture and engagement around the organisation

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

Our Governance

The Look Ahead Group has adopted the National Housing Federation Code of Governance (2020) and, following an assessment against its provisions, confirms compliance with the Code for 2025/26. The Group Board of Management comprises ten Non-Executive Members and the Chief Executive Officer and is collectively responsible for the Group's purpose, long-term strategy, financial resilience, risk management, and overall governance. Operational management is delegated to the Chief Executive Officer and Senior Leadership Team within an approved Scheme of Delegation.

The Chief Executive Officer advises the Board on strategic matters and, together with the Senior Leadership Team, is responsible for the day-to-day management of the Group. Details of the Chief Executive Officer and Senior Leadership Team are set out on pages 49 and 50. None has any beneficial interest in the Group's share capital.

Board members are normally appointed for an initial three-year term and may serve for up to six years, with extensions only where appropriate and consistent with the NHF Code of Governance. One-third of members retire by rotation each year. During the year the Board continued its planned programme of succession and renewal and undertook its annual effectiveness and skills review.

The Board is supported by the following committees: -

- Audit and Risk Committee (ARC)
- Investment, Treasury and Assets Committee (ITAC)
- Quality and Safety Committee (QSC)
- Exceptional Decisions Committee (EDC)
- Nominations and Remuneration Committee (NRC), and
- Tenant and Landlord Panel (TALP) and the Subsidiaries' Boards.

Members of these Committees are selected from the Group Board of Management. The Subsidiaries' Boards are drawn from current and former Group Board Members, the Chief Executive Officer and members of the Senior Leadership Team, and include an independent member.

ARC provides independent oversight of governance, risk management, internal control, internal and external audit, financial reporting, and regulatory assurance.

ITAC provides oversight of treasury management, liquidity, investment, asset performance and capital investment, and recommends material investment and treasury decisions to the Board.

QSC provides oversight of safeguarding, quality, customer outcomes, health and safety across operational services including oversight of CQC, Ofsted and consumer regulatory compliance. EDC has delegated authority to take urgent or exceptional decisions where it is not practical to convene the Board, within its Terms of Reference and Scheme of Delegation.

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

NRC oversees Board succession planning, Board effectiveness and composition, executive remuneration and senior leadership succession. Details of executive remuneration are provided in Note 5 to the financial statements.

TALP provides customer scrutiny and assurance to the Board regarding customer experience, service quality and compliance with the Consumer Standards.

The Subsidiaries' Boards are drawn from Group Board Members, the Chief Executive Officer, and Members of the Senior Leadership Team. One member is independent of the Group Board.

Growth, Acquisitions and Partnerships

The Board continues to have regard to the NHF Voluntary Code on Mergers, Group Structures and Partnerships when considering strategic growth opportunities, acquisitions and partnership arrangements. During the year, the Board reviewed its acquisition strategy to ensure continued alignment with the Group's corporate objectives, financial capacity, and long-term sustainability.

Internal Control Framework

During the year the Board continued to strengthen the Group's governance framework, including enhancements to committee terms of reference, Board assurance reporting, risk management arrangements and customer assurance mechanisms. These developments support the Board's ongoing commitment to continuous improvement and effective governance.

The Board has overall responsibility for maintaining an effective system of internal control and for reviewing its effectiveness throughout the Group. The system is designed to manage rather than eliminate risk and therefore provides reasonable, rather than absolute, assurance against material misstatement or loss.

The Group operates a risk management and assurance framework, aligned to the NHF Code of Governance, through which strategic, financial, operational and regulatory risks are identified, assessed, monitored and reported throughout the year.

The Board receives assurance through a structured governance framework comprising management reporting, committee oversight, internal audit, external audit, regulatory compliance monitoring, and executive management assurance.

The Audit and Risk Committee oversees the effectiveness of risk management, internal control, financial reporting, and audit arrangements. The Investment, Treasury and Assets Committee provides oversight of treasury management, liquidity, investment performance and capital investment. Together, these committees provide assurance to the Board on the effectiveness of the Group's control environment.

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

Financial Reporting

The Board approves the annual budget, business plan and long-term financial forecasts. Financial performance, liquidity, covenant compliance, stress testing and cashflow forecasts are monitored regularly by management and reported quarterly to the Audit and Risk Committee and Board.

Control Environment

The Group maintains an integrated governance framework comprising Board-approved policies, delegated authorities, financial standing orders and internal controls and assurance arrangements, covering treasury management, financial management, procurement, health and safety, information governance, fraud prevention and ethical conduct. Board members and employees complete annual declarations of interest.

The Board has reviewed the effectiveness of the Group's system of internal control throughout the year and up to the date of approval of these financial statements. Based on the assurances received from management, internal audit, external audit and Board committees, the Board is satisfied that an effective framework of governance, risk management and internal control has operated throughout the year.

Following the year end, the Regulator of Social Housing published a regulatory judgement in September 2026 confirming grades of G2 for governance, V2 for financial viability and C2 for the consumer standards. The judgement confirmed that the Group continues to meet the applicable regulatory requirements, while identifying areas in which governance, assurance and service delivery require improvement. The Board has considered the findings and is overseeing a programme of actions to strengthen assurance, accountability and performance, including in relation to property condition, repairs, damp and mould, statutory compliance and delivery of the consumer standards.

The Board is satisfied that the Group has appropriate arrangements in place to comply with the Regulator of Social Housing's applicable Economic Standards and Consumer Standards, subject to the areas for improvement identified in the September 2026 regulatory judgement and the associated actions now being overseen by the Board, and confirms compliance with the National Housing Federation Code of Governance (2020).

Appointment of auditor

A resolution to reappoint RSM UK Audit LLP as the external auditor will be proposed in accordance with the Group's governance arrangements.

Statement of the Board of Management's Responsibilities

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and Association and of

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

the surplus or deficit for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Board is responsible for instituting adequate systems of internal control and for:

- safeguarding assets
- taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and Association to enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, The Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

They are also responsible for safeguarding the assets of the Association and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board members who held office at the date of the approval of the Report of the Board of Management confirm that, so far as they are each aware, there is no relevant audit information of which the Group's auditors are not aware; and that each Board member has taken all steps that he or she ought to have taken as a Board member to make himself or herself aware of any relevant audit information and to establish that the Group's auditors are aware of that information.

The Association is responsible for the maintenance and integrity of the corporate and financial information included on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

By order of the Board of Management

Mary Watkins

Mary Watkins
Chair

25/09/26

S L Rosser

Stephen Rosser
Company Secretary

25/09/26

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

Governance

Particulars of the Board, Officers and Advisors

Board of Management – members who served during the year and up to the date of approval of these financial statements

Baroness Mary Watkins of Tavistock (*Chair until 17 September 2026*)

- House of Lords Cross Bench Peer

Elizabeth Butler (*appointed 1 August 2026; Chair following the conclusion of the Board meeting on 17 September 2026*)

Sharon Slotnick (*Group Board Member until 30 September 2025; continuing Director of Blythson Ltd and Kingswood Care Services Ltd Board*)

Kevin Gould (*Vice Chair from 25 September 2025; previously Chair of Audit and Risk Committee; and Chair of Blythson Ltd and Kingswood Care Services Ltd Board*)

- Director, Sharpthorne Services Ltd
- Vice-Chair of the Independent Decision-making body of the Bar Standards Board
- Director of companies within the Legal & General Affordable Homes group

Richard Jones (*Vice Chair until 25 September 2025; NED thereafter until 31 March 2026*)

- Chair, Shared Lives Plus
- Chair, Syncora
- Non-Executive Director, Calico Group
- Non-Executive Director, FairOak Housing
- Independent Chair, Leeds Safeguarding Adults Board

Stephen Firt (*Chair of Quality and Safety Committee until 30 May 2026*)

- CEO Healthcare, Cygnet Healthcare Ltd

Kevin Obi (*Chair of Nominations and Remuneration Committee*)

- Chair and Founder, NIDSG (a charity delivering mental health, maternal and child health interventions in Africa)
- Board Adviser, EcoSync

Sarah Willows (*Chair of Audit and Risk Committee from 1 October 2025*)

- Senior Independent Director, Storegga Limited

Johanna Mary Ellis (*Chair of Tenant and Landlord Panel and Member Responsible for Complaints*)

- Director, G & A Consultancy Ltd (providing interim executive consultancy services to housing associations)
- Non-Executive Director, Southdown
- Independent Committee Member, Orbit

LOOK AHEAD CARE AND SUPPORT LIMITED

GOVERNANCE

Anne Copeland (*Chair of Investment, Treasury and Assets Committee from 1 October 2025*)

- Non-Executive Director, Connexus Homes Ltd
- Non-Executive Director, MTD Housing Limited
- Self-employed housing consultant

Rebecca Monk (*from 1 September 2025*)

Beverley Tarka (*from 15 June 2026*)

Mavis Wenham (*from 1 September 2025*)

- Director, ANKH Properties Ltd
- Non-Executive Director, Newham Health Collaborative CIC

Chris Hampson (*Chief Executive Officer*)

- Board member, Green Square Accord
- Board member, Voluntary Organisations Disability Group (VODG)

Look Ahead Care and Support Ltd maintains a Register of Interests, which is reviewed annually and updated throughout the year. Non-Executive Directors are required to declare any actual, potential or perceived conflicts of interest on appointment, annually and at each Board or Committee meeting. Any conflicts identified are managed in accordance with the organisation's Conflicts of Interest Policy, Board Member Code of Conduct and governance procedures.

Chief Executive and Senior Leadership Team

Chris Hampson (*Chief Executive Officer*)

Julie Blair (*Executive Director of Corporate Services*)

Lauren Gable (*Executive Director of Commercial and Growth from October 2025*)

Jason Hapgood (*Executive Director for Property and Assets*)

Nicole Njie (*Executive Director of Group Operations and Customer Experience*)

Harindra Punchihewa (*Chief Financial Officer*)

Solicitors Devonshires Salisbury House London Wall London EC2M 5QY	External auditor RSM UK Audit LLP Ninth Floor, Landmark St Peter's Square 1 Oxford Street Manchester M1 4PB
Internal auditor Menzies LLP 150 Minories London EC3N 1LS	Bankers Barclays Bank PLC 1 Churchill Place London E14 5HP
Investment managers Rothschild Wealth Management (UK) Limited New Court St Swithin's Lane	

Look Ahead registered office: Cally Yard 439 Caledonian Road London N7 9BG

Registration details Regulator of Social Housing Registration Number: LH0013 Co-operative and Community Benefit Societies Act Number: 21004R

LOOK AHEAD CARE AND SUPPORT LIMITED

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LOOK AHEAD CARE AND SUPPORT LIMITED

Opinion

We have audited the financial statements of Look Ahead Care and Support Limited (the 'Association') and its subsidiaries (the 'Group') for the year ended 31 March 2026 which comprise the group and association statements of comprehensive income, consolidated statements of changes in reserves, association statements of changes in reserves, group and association statements of financial position, consolidated statements of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Association's affairs as at 31 March 2026 and of the income and expenditure of the Group and the income and expenditure of the Association for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's

LOOK AHEAD CARE AND SUPPORT LIMITED

INDEPENDENT AUDITOR'S REPORT

or the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- proper books of account have not been kept by the association in accordance with section 75; or
- satisfactory system of control over transactions has not been maintained by the association in accordance with section 75; or
- the income account and the balance sheet are not in agreement with the books of account of the association; or
- we have not obtained all the information and explanations which, to the best of our knowledge and belief, we consider necessary for the purposes of our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 47/48, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

LOOK AHEAD CARE AND SUPPORT LIMITED

INDEPENDENT AUDITOR'S REPORT

In preparing the financial statements, the Board is responsible for assessing the group's and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the group or the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

LOOK AHEAD CARE AND SUPPORT LIMITED

INDEPENDENT AUDITOR'S REPORT

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and the Association operate in and how the group and the Association are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the Housing SORP, the Accounting Direction for Private Registered Providers of Social Housing 2022 and tax compliance regulations.

We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal/external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are Health and Safety at Work Act 1974, Care Act 2014, Mental Health Act and Regulator of Social Housing Regulatory Standards (both Economic and Consumer standards). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

The engagement partner on the audit resulting in this independent auditor's report is John Guest.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

LOOK AHEAD CARE AND SUPPORT LIMITED
INDEPENDENT AUDITOR'S REPORT

Use of our report

This report is made solely to the Association's members as a body, in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
Ninth Floor, Landmark
St Peter's Square
1 Oxford Street
Manchester
M1 4PB
28/09/26

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF COMPREHENSIVE INCOME

STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2026

	Note	Group 2026	Association 2026	Group 2025 Restated	Association 2025
		£'000	£'000	£'000	£'000
Turnover	4	80,529	67,946	79,330	68,680
Operating expenditure	4	(80,921)	(68,632)	(80,331)	(69,918)
Profit on disposal of property, plant and equipment (fixed assets)	4	596	596	2,619	2,619
Operating surplus/(deficit) before amortisation of goodwill	4	204	(90)	1,618	1,381
Amortisation of goodwill	9	(606)	-	(606)	-
Operating surplus/(deficit)	4	(402)	(90)	1,012	1,381
Interest receivable		812	810	726	725
Interest and financing costs	7	(1,237)	(1,237)	(1,371)	(1,371)
Increase in fair value of financial investments	11	130	130	129	129
(Decrease)/increase in valuation of investment properties	11	(478)	(478)	197	197
Total (deficit)/surplus for the year		(1,175)	(865)	693	1,061
Actuarial gains in respect of pension scheme	16	351	351	1,032	1,032
Total comprehensive (deficit)/income for the year		(824)	(514)	1,725	2,093

All of Look Ahead's and its subsidiaries' operations are continuing, except for Look Ahead Developments Ltd which ceased trading during the year.

The financial statements on pages 56 – 109 were approved and authorised for issue by the Board of Management on 17 September 2026 and were signed on its behalf by:

Mary Watkins

Baroness Mary Watkins
Chair
25/09/26

K Gould

Kevin Gould
Vice Chair
25/09/26

S L Rosser

Stephen Rosser
Company Secretary
25/09/26

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF CHANGES IN RESERVES

CONSOLIDATED STATEMENTS OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2026

	Unrestricted Reserve	Restricted Reserve	Total
	£'000	£'000	£'000
Balance at 31 March 2024	77,168	151	77,319
Actuarial gain	1,032	-	1,032
Surplus from statement of comprehensive income for the year ended 31 March 2025	693	-	693
Balance at 31 March 2025	78,893	151	79,044
Actuarial gain	351	-	351
Deficit from statement of comprehensive income for the year ended 31 March 2026	(1,175)	-	(1,175)
Restricted funds utilised	25	(25)	-
Balance at 31 March 2026	78,094	126	78,220

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF CHANGES IN RESERVES
ASSOCIATION STATEMENTS OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2026

	Unrestricted Reserve	Restricted Reserve	Total
	£'000	£'000	£'000
Balance at 31 March 2024	79,005	151	79,156
Actuarial gains	1,032	-	1,032
Surplus from statement of comprehensive income for the year ended 31 March 2025	1,061	-	1,061
Balance at 31 March 2025	81,098	151	81,249
Actuarial gain	351	-	351
Deficit from statement of comprehensive income for the year ended 31 March 2026	(865)	-	(865)
Restricted funds utilised	25	(25)	-
Balance at 31 March 2026	80,609	126	80,735

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF FINANCIAL POSITION
STATEMENTS OF FINANCIAL POSITION AS AT 31 MARCH 2026

	Note	Group 2026 £'000	Association 2026 £'000	Group 2025 £'000	Association 2025 £'000
Fixed assets					
Intangible assets	9	5,516	3,275	4,788	1,941
Tangible fixed assets	10	144,779	135,918	134,250	125,425
Investments	11,12	7,606	22,748	13,899	29,041
Total fixed assets		157,901	161,941	152,937	156,407
Current assets					
Trade and other debtors	13	7,369	6,812	5,718	4,852
Cash and cash equivalents		19,192	17,390	30,321	29,088
Total current assets		26,560	24,202	36,039	33,940
Creditors					
Amounts falling due within one year	14	(19,240)	(18,406)	(20,128)	(19,294)
Net current assets		7,320	5,795	15,911	14,646
Total assets less current liabilities		165,222	167,737	168,848	171,053
Creditors					
Amounts falling due after more than one year	15	(83,306)	(83,306)	(84,190)	(84,190)
Defined Benefit Pension Scheme	16	(3,696)	(3,696)	(5,614)	(5,614)
Total net assets		78,220	80,735	79,044	81,249
Reserves					
Income and expenditure reserve		78,094	80,609	78,893	81,098
Restricted reserve		126	126	151	151
		78,220	80,735	79,044	81,249

The financial statements on pages 56 - 109 were approved and authorised for issue by the Board of Management on 17 September 2026 and were signed on its behalf by:

Mary Watkins
Baroness Mary Watkins
Chair
25/09/26
59

K Gould
Kevin Gould
Vice-Chair
25/09/26

S L Rosser
Stephen Rosser
Company Secretary
25/09/26

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF CASH FLOWS
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026		2025	
	£'000	£'000	£'000	£'000
Net cash generated from operating activities		(2,154)		5,897
(Note 1)				
Cash flow from investing activities				
Purchase of fixed assets	(8,111)		(8,411)	
Sale of fixed assets	1,640		16,652	
Purchase of intangible fixed assets	(1,940)		(520)	
Sale/(purchase) of investments	-		2,303	
Disposal of investments	-		-	
Interest received	812		726	
Capital grants received	-		2,764	
		(7,599)		13,514
Cash flow from financing activities				
Interest and investment charges paid	(655)		(861)	
Amounts drawn down from revolving credit facility	-		-	
Amounts repaid to revolving credit facility	-		-	
Housing loans repaid	(722)		(616)	
Housing loans drawn	-		-	
		(1,377)		(1,477)
Net change in cash and cash equivalents		(11,130)		17,934
Cash and cash equivalents at beginning of year		30,321		12,387
Cash and cash equivalents at end of year		19,191		30,321
Comprising:				
Cash		19,153		30,285
Short term deposits		38		36
		19,191		30,321

LOOK AHEAD CARE AND SUPPORT LIMITED
STATEMENTS OF CASH FLOWS
CONSOLIDATED STATEMENTS OF CASH
FLows
FOR THE YEAR ENDED 31 MARCH 2026

CASH FLOW FROM OPERATING
ACTIVITIES (Note 1)

	2026 £'000	2025 £'000
(Deficit)/Surplus for the year	(1,175)	693
<i>Adjustments for non-cash items:</i>		
Depreciation of tangible fixed assets	3,588	3,615
Impairment of tangible fixed assets	193	12
Amortisation of intangible fixed assets	1,219	1,150
(Decrease)/Increase in trade and other debtors	(1,650)	5,885
(Decrease) in trade and other creditors	(2,126)	(804)
Increase in sinking fund	183	179
Pension costs less contributions payable	(1,567)	(1,615)
Surplus on disposal of tangible fixed assets	(459)	(2,313)
Loss on disposal of investment properties	47	62
<i>Adjustments for investing or financing activities:</i>		
(Increase) in fair value of investments	(130)	(129)
Decrease/(increase) in valuation of investment properties	478	(197)
Government grants amortised in the year	(907)	(929)
Interest payable	964	1,014
Interest and investment income receivable	(812)	(726)
Net cash generated / (used in) from operating activities	(2,154)	5,897

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

1. BASIS OF PREPARATION

The financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including FRS 102 (the Financial Reporting Standard applicable in the UK and Republic of Ireland), and with the Housing SORP 2018 (Statement of Recommended Practice for registered social housing providers). They also comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. The Association is registered under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Financial Conduct Authority as a Community Benefit Society. It is a public benefit Group and entity.

Basis of accounting

The financial statements are prepared on the historical cost basis of accounting with the exception of some investments, which are accounted for at valuation. The accounts are presented in £ sterling rounded to the nearest Thousand pounds.

Basis of consolidation

The consolidated financial statements incorporate those of Look Ahead Care and Support Limited (the Association) and all of its subsidiaries: Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited (i.e. entities that the Group controls through its power to govern the financial and operating policies so as to obtain economic benefits). All financial statements are made up to 31 March 2026.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used in line with those used by other members of the Group.

The cost of a business combination is the fair value at the acquisition date of the assets given and liabilities incurred or assumed, plus directly attributable costs.

The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill.

2. SIGNIFICANT JUDGEMENTS AND ESTIMATES

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where judgments have been made include:

Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset (including housing properties and goodwill) may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the association estimates the recoverable amount of the asset.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use of the asset based on its service potential, are recognised as impairment losses in the income and expenditure account.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in income and expenditure. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

The items in the financial statements where estimates have been made include:

Bad debt provision, rent debtors

The bad debt provision is based on 100% of former tenant and 5% of current tenant rent arrears. We deem this as reasonable. However, if rental debtors continue to rise consideration will be made for reviewing this policy.

The provision for estimated losses recognised against rental debtors as 31 March 2026 was £5,094k (2025: £5,157k). The provision is disclosed in Note 13, Trade and other debtors.

Bad debt provision, trade debtors

Contract income debtor provision is based on an individual assessment approach. Specific provisions are raised where there is evidence that an invoice may not be fully recoverable. Estimated unrecoverable amount is based on professional judgement and historical outcomes.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

In the prior year, the provision was calculated using a different methodology. A provision was recognised for all outstanding contract income debtors remaining unpaid at the reporting date after taking account of receipts received during the subsequent financial year.

The trade debtor provision at 31 March 2026 was £706k (2025: £1,149k). If we had used the same methodology as last year, the bad debt provision would have been at the same level as last year. The provision is offset against trade debtors, with the net carrying amount disclosed in note 13, Trade and other debtors.

Depreciation and amortisation

With the introduction of FRS 102, grants are being amortised over the life of the structure. The cost is depreciated over the useful life of the individual components. The useful lives are in line with the prior year and are deemed reasonable.

The grant amortisation charge for the year ended 31 March 2026 was £907k (2025: £929k) and is disclosed in note 23, Deferred government grant.

The depreciation charge on tangible fixed assets for the year ended 31 March 2026 was £3,588k (2025: £3,489k), and the amortization charge on intangible fixed assets was £1,219k (2025: £613k). These charges are disclosed in note 8, Surplus for the year.

Defined benefit pension

The valuation of defined benefit pension schemes has been carried out by independent qualified actuaries based upon assumptions. While key assumptions used in the valuations are based upon published information, there is a degree of judgement involved in selecting the most appropriate financial variables for each scheme. The cost of these benefits and the present value of the obligation depend on several factors including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. The defined benefit pension liability at 31 March 2026 was £3,696k (2025: £5,614k). The actuarial assumptions and further details of the pension scheme are disclosed in note 16.

Valuation of Investment Properties

The 2026 valuation of Investment were performed by Savills (UK) Limited in accordance with RICS valuation – professional standards 2014 on the basis of fair value. The valuation considers recent sales and lettings of appropriate properties, which are adjusted to reflect the differences in size, location, physical characteristics, local demand/supply and tenure. The principal source of background data for the portfolio has been the lease terms and current rent for each property provided by Look Ahead.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

The fair value valuation of the investment property portfolio resulted in a decrease of £478k for the year ended 31 March 2026 (2025: increase of £197k). The movement in the fair value of investment properties is disclosed in note 11b – Investment properties.

Dilapidation and disrepair provisions

Dilapidation provisions are recognised in respect of leased properties where the Association expects to exit the lease and is required to return the property to the specified condition. They are measured by reference to management's estimates of reinstatement costs, considering the condition of the property and the expected cost of remedial works.

Disrepair provision relates to known and potential claims concerning property conditions. They are measured by reference to management assessment of individual cases, historical claims experience, legal advice where appropriate and the estimated cost of settlement.

At 31 March 2026, the dilapidation provision was £363k (2025: £327k) and disrepair provision was £250k (2025: nil). These amounts are included within accruals and other deferred income in note 14.

3. PRINCIPAL ACCOUNTING POLICIES

Going Concern

The Group's financial statements have been prepared on a going concern basis which assumes strength and the ability to continue operating for the foreseeable future.

The level of debt is very low, and the available cash reserve is relatively high. The consequent impact of lower interest payable significantly increases the headroom over our interest cover financial covenant target. Over £15 million of our cash reserve was invested in a Money Market Fund along with an additional £5 million remaining in the fixed asset investment fund as at 31 March 2026.

We prepare a 30-year financial plan including cashflow forecasts and projections of performance against financial covenants. The current financial plan reflects growth over the next five years, partly from property acquisitions and securing new contracts which will be partly funded by disposals of property which no longer meet the business needs.

We stress test the plan for adverse situations. Even in the most severe unlikely multi variant scenarios, a breach of financial covenant can be deferred beyond 2030. Further having a cash reserve in the Money Market Fund with easy access, an approved loan facility of £3m available to drawdown any time from CAF and an investment portfolio to support in the

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

medium term means that we can survive and navigate through short-term adverse conditions. Therefore, no significant concerns have been noted, and we consider it is appropriate to continue to prepare the financial statements on a going concern basis.

Turnover

Turnover represents contract income from local authorities and health authorities; fees and revenue-based grants receivable from local authorities, health authorities, Homes England and other agencies; rent and service charge income receivable; management fees in respect of accommodation that Look Ahead manages on behalf of other social landlords and charitable donations from individuals, companies and trusts.

Contract income from care and support services is recognised over the period in which the services are provided in accordance with the terms of the relevant contracts. Where contracts extend over more than one accounting period and services are provided evenly through the contract term, income is recognised on a straight-line basis over the period of the contract. Additional funding and contract uplifts agreed with commissioners are recognised in the period to which they relate, once entitlement has been established and agreed.

Rental and service charge income is recognised from the point at which the properties are let and is recognised on an accrual basis.

Revenue grants are recognised in turnover when the conditions attached to the grant have been met, there is reasonable assurance that the grant will be received and the amount can be measured reliably.

Charitable donations are recognised in the period in which they are received.

Categorisation of properties

Properties held for social benefit, principally the provision of social housing, care and support, and properties such as offices used in the administration of those activities, are classified as Property, Plant and Equipment (fixed assets). These are referred to below as operational housing properties.

Properties held to earn commercial rentals or for capital appreciation are classified as investment properties.

Operational housing properties

Operational housing properties are stated at cost less accumulated depreciation and impairment losses (see below). The cost of properties is their purchase price, together with incidental costs of acquisition including interest payable, and any subsequent improvements.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Interest payable relating to the construction of housing properties is capitalised by applying Look Ahead's cost of borrowing to expenditure during the construction of the property up to the date of practical completion. No interest was capitalised during the year.

Depreciation is calculated on the cost of properties and their major components and is charged on a straight-line basis over their expected useful economic lives as shown below. Freehold land is not depreciated.

Structure – Supported Housing	100 years
Structure – Registered Care Homes	100 years
Bathroom	20 years
Kitchen	20 years
Roof (depending on type)	15-50 years
Fire remedial works	10 years
Boilers and heating	10 years
Lifts	25 years

Impairment in the value of housing properties is recognised by writing them down to their recoverable amount. The recoverable amount is the higher of a) fair value less cost to sell, including any repayable grant; and b) value in use. Any resulting losses are charged to the statement of comprehensive income in the year in which the impairment is recognised.

At each reporting date, management assesses whether an indicator of impairment exists at the level of each cash generating unit, the smallest identifiable group of assets that generates cash inflows that are largely independent from the cash inflows from other assets. For the years ending 31 March 2025 and 31 March 2026, management considered that the appropriate cash generating unit was the Scheme, an internally defined grouping of typically co-located assets on which development and acquisition decisions and management reporting are based.

The indicators of impairment considered to ascertain any impairment are whether:

- there is a current operating deficit or net cash outflow from operating activities.
- there is an expectation of future operating losses or negative cashflows from operating activities.
- there is an expectation of losses on disposal of fixed assets
- there is an increase in void levels that is not expected to reverse.
- there are any social, demographic or environmental changes which result in the value of housing properties having declined significantly.
- there are any significant adverse changes in the statutory or regulatory environment which result in the value of housing properties having declined significantly.

Where an indicator of impairment exists, value in use is first estimated using discounted expected future cash flows from the cash generating unit. If this estimate is below the

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

carrying amount, value in use in respect of assets held for service potential (VIU-SP) is determined by estimating the lower of the cost of constructing an equivalent asset and acquiring an equivalent asset on the open market.

Investment properties

Investment properties are accounted for at fair value and changes in value are taken annually to the Statement of Comprehensive Income. Fair value is determined by independent valuers registered with Royal Institute of Chartered Surveyors (RICS), in accordance with RICS Valuation – Professional Standards.

Other tangible fixed assets and depreciation

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is charged on a straight line basis over the expected useful economic lives of the assets. The principal annual rates used are:

Office improvement works	Remaining length of lease
Office furniture and equipment	between 10% and 20%
Furniture and equipment in projects	between 10% and 50%
White goods	20%
Computer equipment	between 10% and 50%

Goodwill

Goodwill is capitalised and written off evenly over 10 years as in the opinion of management, this represents the period over which the goodwill is expected to give rise to economic benefits.

Government grants

Government grants include Social Housing Grant and comprise grants received from Homes England, local authorities, devolved government agencies, health authorities, and other public bodies. Government grants are initially measured at fair value.

Grants relating to assets are recognised in income over the expected useful life of the housing property structure to which they relate.

Grants relating to revenue are recognised in income on a systematic basis over the period in which the costs for which the grant is intended to compensate are incurred.

Social Housing Grant on sold property is transferred to the Recycled Capital Grant Fund for future use; it may nevertheless become repayable if it is not reused within 3 years. The amount repayable would be restricted to the net proceeds of sale, where appropriate.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Other grants

Other grants are recognised to the extent that any performance-related conditions imposed on the recipient have been met. A grant that does not impose specified performance-related conditions is recognised as revenue when grant proceeds are received or receivable.

Sale of property, plant and equipment

In the event of an asset sale, net surplus or deficit is taken to be sale proceeds less costs of sale. On disposal of an asset for which government grant was received and which there is an obligation to repay, a liability is included in the Statement of Financial Position. The portion of grant which had been amortised prior to disposal is deducted from the surplus on disposal in the Statement of Comprehensive Income.

Intangible assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses. Software configuration costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- a) The technical feasibility of completing the software so that it will be available for use.
- b) The intention to complete the software and use it.
- c) The ability to use the software.
- d) How the software will generate probable future economic benefits.
- e) The availability of adequate technical, financial and other resources to complete the development and to use the software.
- f) The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The intangible assets are amortised over the following useful economic lives:

Purchased and internally developed software: between 3 and 7 years

Capitalisation of development and property services overheads

Directly attributable development and asset management administration costs are capitalised. These include the labour costs of employees arising directly from the construction, acquisition or major repairs of the property, and the incremental costs that would have been avoided only if the property had not been constructed or acquired.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Stocks

Consumable stocks are expensed in the period in which they are purchased.

Pension costs

Look Ahead Care and Support Limited participates in two Social Housing Pension Schemes (SHPS) available to permanent employees. Since 1 April 2022 membership of the defined benefit schemes has closed, and Look Ahead now offers the SHPS defined contribution scheme to all new staff.

The Social Housing Pension Scheme defined benefit schemes are operated by the Pensions Trust. Contributions to these pension schemes are calculated as a percentage of pensionable salaries of the employees, determined in accordance with actuarial advice plus past deficit contributions. From 31 March 2020, the liability per member organisation has been calculated and this is reflected in our Statement of Financial Position.

Further assumptions regarding the SHPS pension scheme can be found in note 16 of the Financial Statements.

Provisions

Provisions are recognised when the group has a present obligation (legal or constructive) as a result of a past event, it is probable that the group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a discount rate. The unwinding of the discount is recognised as finance cost in Statement of Comprehensive Income in the period it arises.

Value Added Tax

Income from a large central London hostel is subject to VAT, which in turn entitles it to recover VAT incurred on related expenditure from HM Revenue and Customs. All other main income streams are exempt from or outside the scope of VAT, which results in a VAT cost on associated expenditure. As only part of its activities is taxable, Look Ahead performs a partial exemption calculation that allows it to recover a proportion of the VAT incurred on its office overheads. The financial statements include within expenditure, only the VAT that is suffered by Look Ahead and not recovered from HM Revenue and

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Customs. The balance of VAT receivable or payable at the year-end is shown as a current asset or liability.

Interest

Interest charged on loans reflects the effective annual cost of financing those loans. Interest payable relating to the construction of housing properties is capitalised by applying Look Ahead's cost of borrowing to expenditure during the construction of the property up to the date of practical completion.

Operating leases

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the group recognises annual rent expense equal to amounts owed to the lessor.

The aggregate benefits of lease incentives are recognised as a reduction in the rent expense over the lease term on a straight-line basis.

Agency managed accommodation

Where accommodation is managed for Look Ahead Care and Support Limited by a specialist agency but all, or substantially all, of the economic risks and benefits remain with Look Ahead, all income and expenditure relating to that scheme is included in the Statement of Comprehensive Income. Where the economic risks and benefits are transferred to the agency, only that income and expenditure which relates directly to Look Ahead is included.

Financial investments

Financial investments comprise quoted equities; money market instruments; fixed income securities; and alternative investments including unquoted equity instruments.

These investments are stated on a fair value basis as per the closing quoted market price on the reporting date in accordance with Look Ahead's investment policy. Accordingly, changes in fair value are recognised in profit or loss in the Statement of Comprehensive Income.

Financial instruments

Look Ahead Care and Support Limited's loans are treated as basic financial instruments in accordance with FRS 102 and therefore, the carrying value is measured at amortised cost. FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the Association has calculated that the difference between the historical cost

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

and amortised cost basis is not material and so these financial instruments are stated on the Statement of Financial Position at historical cost.

Other financial instruments such as debtors, cash and creditors are accounted for at transaction price or at cost less any impairment.

Cash and cash equivalents

Cash and cash equivalents comprise of cash at bank and short term highly liquid investments which are readily convertible to cash without any risk of change in value.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION

(a) Particulars of turnover, operating costs and operating surplus

	Group			2026
	Turnover	Operating Costs	Other Operating items	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 4b)	25,243	(28,749)	-	(3,506)
Other social housing activities				
Care & Support contracts	39,916	(39,806)	-	110
Surplus on sale of fixed assets	-	-	596	596
Activities other than social housing activities				
Care contracts other than social housing	13,680	(12,153)	-	1,527
Lettings other than social housing	590	-	-	590
Commercial property	954	(213)	-	741
Other	146	-	-	146
	<u>80,529</u>	<u>(80,921)</u>	<u>596</u>	<u>204</u>
Total				
	<u>80,529</u>	<u>(80,921)</u>	<u>596</u>	<u>204</u>
Association 2026				
	Turnover	Operating Costs	Other Operating items	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 4b)	25,243	(28,749)	-	(3,506)
Other social housing activities				
Care & Support contracts	39,916	(39,806)	-	110
Surplus on sale of fixed assets	-	-	596	596
Activities other than social housing activities				
Commercial property	1,081	(77)	-	1,004
Gift aid from subsidiaries	1,558	-	-	1,558
Other	148	-	-	148
	<u>67,946</u>	<u>(68,632)</u>	<u>596</u>	<u>(90)</u>
Total				
	<u>67,946</u>	<u>(68,632)</u>	<u>596</u>	<u>(90)</u>

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

(a) Particulars of turnover, operating costs and operating surplus

	Group 2025			
	Turnover £'000	Operating Costs £'000	Other Operating items £'000	Operating surplus £'000
Social housing lettings (note 4b)	25,824	(28,996)		(3,172)
Other social housing activities				
Care & Support contracts	40,886	(40,793)	-	93
Surplus on sale of fixed assets	-	-	2,619	2,619
Activities other than social housing activities				
Care contracts other than social housing	11,713	(10,122)	-	1,591
Lettings other than social housing	404	(29)	-	375
Commercial property	501	(378)	-	123
Other	2	(13)	-	(11)
Total	79,330	(80,331)	2,619	1,618

Included under Other is £123k of abortive acquisition and merger costs

	Association 2025			
	Turnover £'000	Operating Costs £'000	Other Operating items £'000	Operating surplus £'000
Social housing lettings (note 4b)	25,824	(28,996)	-	(3,172)
Other social housing activities				
Care & Support contracts	40,886	(40,793)	-	93
Surplus on sale of fixed assets	-	-	2,619	2,619
Activities other than social housing activities				
Commercial property	583	(129)	-	454
Gift aid from subsidiaries	1,385	-	-	1,385
Other	2	-	-	2
Total	68,680	(69,918)	2,619	1,381

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

(b) Particulars of income and expenditure from lettings

	Group and Association	
	Supported Housing	
	2026	2025
	£'000	£'000
Income		
Rent receivable net of identifiable service charges	11,955	12,527
Service charge income	12,388	12,383
Amortised government grants	900	914
Total income from Social Housing lettings	25,243	25,824
Operating Expenditure		
Service charges	10,179	9,455
Management	12,426	12,823
Routine maintenance	1,970	1,947
Major repairs not capitalised	138	450
Depreciation of properties	4,202	4,063
Rent and service charge losses from bad debts	(359)	246
Impairment	193	12
Total expenditure on Social Housing Lettings	28,749	28,996
Operating deficit on Social Housing Lettings	(3,506)	(3,172)

Net rental income is shown after deducting operational voids of £2,000k (2025: £1,784k): this is rent lost through dwellings being vacant.

(c) Surplus on disposal of fixed assets

	Group	Association	Group	Association
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Net proceeds of sales	1,640	1,640	19,460	19,460
Cost of sales	(1,044)	(1,044)	(16,841)	(16,841)
Net surplus on sales	596	596	2,619	2,619

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

(d) Accommodation in management

				Group
	2025	Additions	Disposals/ Handed- back	2026
	No	No	No	No
Social Housing owned and managed				
Supported housing	1,031	32	(15)	1,048
Registered care homes	29	-	-	29
	1,060	32	(15)	1,077
Social Housing managed not owned				
Supported housing	668	-	(10)	658
Registered care homes	24	-	-	24
	692	-	(10)	682
Social Housing owned and not managed				
Supported housing	50	-	-	50
Registered care homes	6	-	-	6
	56	-	-	56
Other	126	0	(29)	97
Total	1,934	32	(54)	1,912

	Number of customers 2025	Number of customers 2026
Domiciliary and other customers at year end	3,397	<u>3,054</u>

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

	Association			
	2025	Additions	Disposals/ Handed- back	2026
	No	No	No	No
Social Housing owned and managed				
Supported housing	943	45	(15)	973
Registered care homes	29	-	-	29
	972	45	(15)	1002
Social Housing managed not owned				
Supported housing	668	-	(10)	658
Registered care homes	24	-	-	24
	692	-	(10)	682
Social Housing owned and not managed				
Supported housing	57	-	-	57
Registered care homes	6	-	-	6
	63	-	-	63
Other	152	-	(29)	123
Total	1,879	45	(54)	1,870

	Number of customers 2025	Number of customers 2026
Domiciliary and other customers at year end	3,316	2,966

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

(e) Agency managed accommodation

The following organisations manage accommodation on behalf of Look Ahead. Only the net income receivable on these properties and any outgoings specifically borne by Look Ahead are included in these statements. Number of units are all units managed throughout the year.

Managing body	Group and Association			
	Net Income Receivable			
	31 March 2026		31 March 2025	
	£'000	Number of units	£'000	Number of units
Housing Options Service	682	30	588	44
Westminster City Council				
Just Circle (London Cyrenians)	268	28	250	28
Certitude Support	145	19	136	19
Centrepont (Swan Housing Association)	159	15	114	15
Single Homeless Project (SHP)	0	0	37	7
Depaul UK	111	14	77	14
Total	1,365	106	1,202	127

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

4. LETTINGS AND RELATED INFORMATION (continued)

(f) Services provided in accommodation owned by others

Registered Provider	Group and Association Income payable by Look Ahead Care and Support			
	31 March 2026		31 March 2025	
	£'000	Number of units	£'000	Number of units
Notting Hill Genesis	810	153	1,032	169
London & Quadrant Trust	523	104	525	104
Salvation Army HA	505	79	491	79
Peabody Trust	362	55	449	75
Sovereign Network Homes (Network Stadium)	269	78	274	78
The Riverside Group (One Housing)	214	30	256	39
Hyde HA	41	8	39	8
PA Housing	141	19	133	19
Southern Housing	102	19	96	19
Clarion Housing	139	31	138	31
Moat	23	13	40	13
Central & Cecil Housing	213	24	95	24
NHS Property Services	66	15	67	15
Gateway HA	63	9	66	9
Home Group Limited	64	8	47	8
LB Hounslow	0	0	22	11
Metropolitan Housing	399	44	308	44
Richmond	19	12	26	12
Croydon Churches HA	7	6	26	6
Octavia	62	9	60	9
Places for People	204	24	168	24
Total	4,226	740	4,358	796

Number of units are all units managed throughout the year.

The information above relates to accommodation owned by other registered social providers (RPs), public bodies and others. Look Ahead Care and Support either provide a housing management and/or support service in these units or deliver a support or social care service in properties owned by these organisations.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

5. BOARD MEMBERS' AND SENIOR STAFF EMOLUMENTS

The remuneration paid to members of the Board of Management, the Chief Executive Officer and the Senior Leadership Team was as follows:

	Salaries and other costs	Pension contributions	Total	Total
	2026	2026	2026	2025
	£'000	£'000	£'000	£'000
Aggregate emoluments paid to Directors (including Chief Executive Officer)	887	53	940	766
Non-Executive members	127	-	127	124
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The amount paid to the highest paid director, the Chief Executive Officer, was £214,276 (2025: £204,227). Including pension payment of £8,751.

Total expenses of £1,741 (2025: £1,913) were incurred on behalf of members of the Board of Management.

The emoluments and social security costs of Board of Management and Senior Leadership Team are as follows:

	<u>2026</u> <u>£'000</u>	<u>2025</u> <u>£'000</u>
Total	<u>1,178</u>	<u>990</u>
Number of individuals	17	19

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

5. DIRECTORS' AND SENIOR STAFF EMOLUMENTS (continued)

The emoluments (excluding pension contributions) of Non-Executive Directors and their attendance at Board Meetings are as follows:

Non-Executive Board Member	Board role during 2025/26	2026	Attendance at Board meetings	2025	Attendance at Board meetings
		£000's		£000's	
Baroness Mary Watkins	Chair	20	6/6	20	5/5
Richard Jones	Vice Chair (until 24 September 2025)	15	5/5	15	5/5
Tom Dacey	Chair of Blythson & Kingswood Board (Retired)	-	n/a	6	2/2
Kevin Gould	ARC Chair (Vice Chair from 25 September 2025)	14	6/6	13	4/5
Sarah Willows	ARC Chair (from 1 October 2025)	13	6/6	13	5/5
Sharon Slotnick	Board Member (Group Board member until 30 September 2025; thereafter subsidiary director)	9	2/6	10	4/5
Ellie Edwards-Scott	Board Member (Retired)	-	n/a	5	2/2
Stephen Firn	Board Member	13	5/6	10	3/5
Kevin Obi	Board Member	11	4/6	10	5/5
Anne Copeland	Board Member (ITAC Chair from 1 October 2025)	11	6/6	8	4/4
Johanna Ellis	Board Member	11	6/6	8	4/4
Mavis Wenham	Board Member	5	5/5	-	n/a
Rebecca Monk	Board Member	5	6/6	-	n/a
Total		127		118	

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

5. DIRECTORS' AND SENIOR STAFF EMOLUMENTS (continued)

Group	2026 Number	2025 Number
Salary banding for all employees earning over £60,000 (including salaries, bonus, any termination payments and pensions):		
£60,001 - £70,000	19	16
£70,001 - £80,000	15	15
£80,001 - £90,000	5	6
£90,001 - £100,000	5	3
£100,001 - £110,000	1	1
£110,001 - £120,000	4	1
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
£140,001 - £150,000	2	1
£150,001 - £160,000	1	2
£160,001 - £170,000	1	1
£190,001 - £200,000	1	-
£200,001 - £250,000	1	1
	56	48

Association	2026 Number	2025 Number
Salary banding for all employees earning over £60,000 (including salaries, bonus, any termination payments and pensions):		
£60,001 - £70,000	16	14
£70,001 - £80,000	14	12
£80,001 - £90,000	3	6
£90,001 - £100,000	5	3
£100,001 - £110,000	1	1
£110,001 - £120,000	3	1
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
£140,001 - £150,000	2	1
£150,001 - £160,000	1	2
£160,001 - £170,000	1	1
£190,001 - £200,000	1	-
£200,001 - £250,000	1	1
	49	43

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

6. EMPLOYEE INFORMATION

	2026 Number	Group 2025 Number
The number of people, including the Chief Executive Officer and the Directors, employed at the year-end was:		
Office staff	175	173
Housing, support and care staff	1,101	1,082
	<u>1,276</u>	<u>1,255</u>
The average number of employees (expressed as full-time equivalents) employed during the year was:	<u>1,203</u>	<u>1,192</u>

Staff costs for these employees were:

	2026 £'000	Group 2025 £'000
Wages and salaries	41,289	39,991
Social security costs	5,172	3,914
Other pension costs	1,353	1,040
	<u>47,814</u>	<u>44,945</u>
Contract staff employed through agencies	764	1,473
Bank Support Worker wages	3,575	4,099
Bank Support Worker Social Security costs	350	298
Bank Support Worker pension costs	71	73
Total staffing costs	<u><u>52,574</u></u>	<u><u>50,888</u></u>

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

6. EMPLOYEE INFORMATION (continued)

	2026 Number	Association 2025 Number
The number of people, including the Chief Executive Officer and the Directors, employed at the year end was:		
Office staff	164	162
Housing, support and care staff	759	777
	923	939
The average number of employees (expressed as full time equivalents) employed during the year was:	868	883

Staff costs for these employees were:	2026 £'000	Association 2025 £'000
Wages and salaries	31,721	32,078
Social security costs	4,031	3,215
Other pension costs	1,178	881
	36,930	36,174
Contract staff employed through agencies	764	1,473
Bank Support Worker wages	3,575	4,099
Bank Support Worker Social Security costs	350	298
Bank Support Worker pension costs	70	73
Total staffing costs	41,689	42,117

Included in the group and association amounts above are wages and salaries for Board members amounting to £127,417 (2025: £124,111) and social security costs of £1,741 (2025: £4,083).

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

7. INTEREST AND FINANCING COSTS

	Group and Association	
	2026 £'000	2025 £'000
On bank and other loans	655	861
Social Housing Pension Scheme defined benefit scheme pension charge	273	357
	309	153
Recycled capital grant interest	1,237	1,371

No interest has been capitalised in the year (2025: £nil).

8. SURPLUS FOR THE YEAR

	Group 2026 £'000	Association 2026 £'000	Group 2025 £'000	Association 2025 £'000
Surplus for the year is stated after charging:				
Amortisation of intangible assets	1,219	613	1,150	544
Depreciation of tangible fixed assets	3,588	3,489	3,615	3,519
Auditor's remuneration (excluding VAT):				
In their capacity as auditors	183	145	219	152
Hire of non-plant and machinery assets under operating leases	789	789	650	650

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

9. INTANGIBLE FIXED ASSETS

	2026	2026	2026	Group 2025
	Goodwill	Software	Total	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2025	6,062	4,240	10,302	9,782
Additions	-	1,940	1,940	520
Disposals of fully depreciated Assets	-	(2,124)	(2,124)	-
Reclassification - from Other Fixed Assets	-	3	3	-
	_____	_____	_____	_____
At 31 March 2026	6,062	4,059	10,121	10,302
Amortisation				
At 1 April 2025	(3,215)	(2,299)	(5,514)	(4,364)
Amortisation charge for the year	(606)	(613)	(1,219)	(1,150)
Disposals of fully depreciated Assets	-	2,128	2,128	-
	_____	_____	_____	_____
At 31 March 2026	(3,821)	(784)	(4,605)	(5,514)
	_____	_____	_____	_____
Net book value at 31 March 2026	2,241	3,275	5,516	4,788
	_____	_____	_____	_____
At 31 March 2025	2,847	1,941	4,788	5,418
	=====	=====	=====	=====

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

	2026	Association 2025
	Software £'000	Software £'000
Cost		
At 1 April 2025	4,240	3,720
Additions	1,940	520
Disposals of fully depreciated Assets	(2,124)	-
Reclassification - from Other Fixed Assets	3	-
At 31 March 2026	4,059	4,240
Amortisation		
At 1 April 2025	(2,299)	(1,755)
Amortisation charge for the year	(613)	(544)
Disposals of fully depreciated Assets	2,128	-
At 31 March 2026	(784)	(2,299)
Net book value At 31 March 2026	3,275	1,941
At 31 March 2025	1,941	1,965

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

10. TANGIBLE FIXED ASSETS

(a) Operational housing properties

	Group	Association	Group	Association
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2025	157,703	149,122	165,302	156,721
Additions - existing properties	5,720	5,716	6,003	6,003
Additions – new property acquisitions	2,814	2,814	1,530	1,530
Reclassification – moving to Furniture & Equipment	-	-	(587)	(587)
Transfer to Deferred Grant	(41)	(41)	-	-
Transfer - from Investment Properties	5,130	5,130	-	-
Disposals of properties	(129)	(129)	(14,533)	(14,533)
Disposal – fully depreciated assets	(714)	(714)	-	-
Impairment	(193)	(193)	(12)	(12)
At 31 March 2026	170,290	161,705	157,703	149,122
Depreciation				
At 1 April 2025	(26,869)	(26,696)	(26,100)	(25,956)
Depreciation charge for the year	(2,755)	(2,726)	(2,767)	(2,738)
Reclassification – moving to Furniture & Equipment	-	-	100	100
Disposals of properties	123	123	1,898	1,898
Disposal – fully depreciated assets	714	714	-	-
Accelerated depreciation - components	(100)	(100)	-	-
At 31 March 2026	(28,887)	(28,685)	(26,869)	(26,696)
Net book value				
At 31 March 2026	141,403	133,020	130,834	122,426

Work in progress (WIP) balance across new and existing properties at year end was £7.1m (2024/25 £2.7m). These amounts were not depreciated in the year.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

10. TANGIBLE FIXED ASSETS (continued)

(a) Operational housing properties (continued)

The total amount expended on existing properties in the year was £5,716k (2025: 6,003k).

The total book value of properties secured against the housing loan portfolio (note 15) is £24,321,286.

	Group	Association	Group	Association
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Housing properties at net book value comprise:				
Freehold	131,664	123,281	121,095	112,687
Long leaseholds	9,312	9,312	9,312	9,312
Short leaseholds	427	427	427	427
	=====	=====	=====	=====
	141,403	133,020	130,834	122,426
	=====	=====	=====	=====

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

(b) Other tangible assets

Group

	Office improvement	Furniture & equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2025	1,420	9,558	1,899	12,877
Additions	-	904	9	913
Disposals of housing properties	-	(372)	-	(372)
Disposal – fully depreciated assets	(1,361)	(4,629)	(1,515)	(7,505)
Reclassification – to intangibles	-	-	(3)	(3)
	_____	_____	_____	_____
At 31 March 2026	59	5,461	390	5,910
	_____	_____	_____	_____
Depreciation				
At 1 April 2025	(1,381)	(6,464)	(1,616)	(9,461)
Charge for the year	(20)	(670)	(143)	(833)
Disposals of housing properties	-	255	-	255
Disposal – fully depreciated assets	1,361	4,629	1,515	7,503
	_____	_____	_____	_____
At 31 March 2026	(40)	(2,250)	(244)	(2,534)
	_____	_____	_____	_____
Net book value at 31 March 2026	19	3,211	146	3,376
	=====	=====	=====	=====
At 31 March 2025	39	3,094	283	3,416
	=====	=====	=====	=====

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

10. TANGIBLE FIXED ASSETS (continued)

(b) Other tangible assets (continued)

Association

	Office improvement works	Furniture & equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2025	1,420	8,848	1,895	12,163
Additions	-	769	9	778
Disposals of housing properties	-	(348)	-	(348)
Disposal – fully depreciated assets	(1,361)	(4,629)	(1,515)	(7,505)
	_____	_____	_____	_____
At 31 March 2026	59	4,640	389	5,088
	_____	_____	_____	_____
Depreciation				
At 1 April 2025	(1,381)	(6,168)	(1,615)	(9,164)
Charge for the year	(20)	(600)	(143)	(763)
Disposals of housing properties	-	232	-	232
Disposal – fully depreciated assets	1,361	4,629	1,515	7,505
	_____	_____	_____	_____
At 31 March 2026	(40)	(1,907)	(243)	(2,190)
	_____	_____	_____	_____
Net book value at 31 March 2026	19	2,733	146	2,898
	_____	_____	_____	_____
At 31 March 2025	39	2,680	280	2,999
	_____	_____	_____	_____

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS

(a) Financial Investments

	Group and Association	
	2026	2025
Fair Value	£'000	£'000
At 1 April 2025	5,022	4,893
Unrealised gain	130	129
At 31 March 2026	5,152	5,022

	Group and Association	
	2026	2025
Fair Value	£'000	£'000
Money market	-	-
Multi-asset and hybrid instruments	5,152	5,022
At 31 March 2026	5,152	5,022

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS (continued)

(b) Investment Property

	Group	
	2026	2025
Fair Value	£'000	£'000
At 1 April 2025	8,877	11,045
Transferred to social housing properties	(5,130)	-
Movement in fair value	(478)	197
Disposals of properties	(815)	(2,365)
At 31 March 2026	2,454	8,877
	Association	
	2026	2025
Fair Value	£'000	£'000
At 1 April 2025	11,185	13,353
Transferred to social housing properties	(5,130)	-
Movement in fair value	(478)	197
Disposals of properties	(815)	(2,365)
At 31 March 2026	4,762	11,185

The 2026 valuations were performed by Savills Limited in accordance with RICS valuation – professional standards 2014 on the basis of fair value. In undertaking the valuations, they have adopted the definitions of Market Value and Fair Value as defined in the RICS Valuation – Global Standards (“the Red Book”), and as detailed in the General Conditions to this report.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

12. INVESTMENT IN SUBSIDIARIES – ASSOCIATION ONLY

	2026 £'000	2025 £000
Look Ahead Developments Limited	-	-
Larch Residential Services Limited	-	-
Blythson Limited	8,960	8,960
Kingswood Care Services Limited	3,874	3,874
	<u>12,834</u>	<u>12,834</u>

Look Ahead Care and Support Limited owns 100% of the share capital of Look Ahead Developments Limited. The subsidiary was incorporated in England as a trading company on 12 February 2008 to provide construction, design and build services. The entity was not trading during the year and is not expected to trade for the foreseeable future.

Look Ahead Care and Support Limited owns 100% of the share capital of Larch Residential Services Limited. The subsidiary was incorporated in England as a trading company on 5 October 2018 to provide renting and operating of Housing Association real estate services.

Look Ahead Care and Support Limited owns 100% of the share capital of Blythson Limited. The subsidiary was incorporated in England as a trading company on 25 July 1994 to provide residential care activities for customers with learning disabilities.

Look Ahead Care and Support Limited owns 100% of the share capital of Kingswood Care Services Limited. The subsidiary was incorporated in England as a trading company on 19 May 1998 to provide residential care activities for customers with learning disabilities.

All the directors of these subsidiaries are employed by Look Ahead Care and Support and are paid for their services as employees of Look Ahead Care and Support.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

13. TRADE AND OTHER DEBTORS

	Group 2026 £'000	Association 2026 £'000	Group 2025 £'000	Association 2025 £'000
Amounts receivable within one year:				
Gross rental debtors	7,200	7,200	6,916	6,906
Less: provision for bad debts	(5,094)	(5,094)	(5,157)	(5,157)
Net rental debtors	2,106	2,106	1,759	1,749
Trade debtors	3,799	3,098	2,430	1,545
Prepayments and accrued income	1,170	886	634	398
Other debtors	294	289	895	893
Look Ahead Developments Limited	-	20	-	46
Larch Residential Services Limited	-	2	-	-
Kingswood Care Services Limited	-	76	-	56
Blythson Limited	-	335	-	165
	7,369	6,812	5,718	4,852

Trade debtors includes a provision for bad debts of £706k (2025: £1,149k).

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group	Association	Group	Association
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Housing loans	630	630	772	772
Trade creditors	1,633	1,594	2,088	2,019
Social Security	1,138	928	979	817
VAT	7	7	34	34
Other creditors	2,340	2,306	4,070	4,043
Hire purchase contracts	-	-	2	-
Deferred government grant (Note 23)	907	907	868	868
Accruals and other deferred income	12,469	11,918	11,204	10,626
Recycled capital grant fund (Note 22)	116	116	111	111
Larch Residential Services Limited	-	-	-	4
	<u>19,240</u>	<u>18,406</u>	<u>20,128</u>	<u>19,294</u>

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group	Association	Group	Association
	2026	2026	2025	2025
	£	£	£'000	£'000
Deferred government grant (Note 23)	64,803	64,803	65,927	65,927
Recycled capital grant fund (Note 22)	7,683	7,683	7,046	7,046
Housing loans	10,458	10,458	11,038	11,038
Sinking Fund	362	362	179	179
	<u>83,306</u>	<u>83,306</u>	<u>84,190</u>	<u>84,190</u>

One property is secured against a government grant of £523,000 included above. This remains unchanged from 2025/26.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (continued)

Total housing loans consist of the following:

Lender	Group 2026 £'000	Group 2025 £000
Newcastle Building Society	51	249
Dexia Public Finance Bank	6,084	6,549
Orchardbrook Ltd	245	251
CAF	4,744	4,846
Loan issue costs	(36)	(85)
	<u>11,088</u>	<u>11,810</u>

Amounts of housing loans repayable:

In one year or less (included in current liabilities)	630	772
Between one and two years	5,880	700
Between two and five years	451	5,897
In five years or more, by instalment	4,163	4,526
Loan issue costs	(36)	(85)
	<u>11,088</u>	<u>11,810</u>

The total book value of properties secured against the housing loan portfolio is £24,321,286.
(11a).

Housing loans carry a weighted average interest rate of 5.9% (2025: 6.0%).

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

16. PENSION OBLIGATIONS

Social Housing Pension Scheme (SHPS)

The company participates in the Social Housing Pension Scheme (the Scheme), a multiemployer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2025. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2026 to 28 February 2027 inclusive.

The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

The Pension Schemes Act 2026 was enacted into law on 29 April 2026 and provided that evidence can be provided of there being retrospective confirmation of historic amendments to scheme rules as being compliant with the statutory requirements, it is expected that these additional liabilities will not materialise. However; due to the ongoing considerations in respect of the Virgin Media case and the Verity Trustees Limited vs. Wood case, it is recognised that there could still potentially be an impact to the value of Scheme liabilities. Until the outcome of the ongoing Court process is known it is not possible to calculate the impact on the liabilities of this issue with any accuracy for the purposes of the 31 March 2026 financial statements.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

16. PENSION OBLIGATIONS (continued)

PRESENT VALUES OF DEFINED BENEFIT OBLIGATION, FAIR VALUE OF ASSETS AND DEFINED BENEFIT ASSET (LIABILITY)

	31 March 2026	31 March 2025
	(£000s)	(£000s)
Fair value of plan assets	37,143	35,030
Present value of defined benefit obligation	40,767	40,628
Surplus (deficit) in plan	(3,624)	(5,598)
Defined benefit asset (liability) to be recognised	(3,696)	(5,614)
Defined benefit other pension asset	72	16

RECONCILIATION OF THE IMPACT OF THE ASSET CEILING

There has been no impact of the asset ceiling during the year as a liability is recognised.

LOOK AHEAD CARE AND SUPPORT LIMITED**NOTES TO THE FINANCIAL STATEMENTS****16. PENSION OBLIGATIONS (continued)****RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION**

	Period from 31 March 2025 to 31 March 2026 (£000s)
Defined benefit obligation at start of period	40,628
Expenses	73
Interest expense	2,325
Actuarial losses (gains) due to scheme experience	(204)
Actuarial losses (gains) due to changes in demographic assumptions	328
Actuarial losses (gains) due to changes in financial assumptions	(572)
Benefits paid and expenses	(1,811)
Defined benefit obligation at end of period	40,767

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE FAIR VALUE OF PLAN ASSETS

	Period from 31 March 2025 to 31 March 2026 (£000s)
Fair value of plan assets at start of period	35,030
Interest income	2,052
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	(97)
Employer contributions	1,969
Benefits paid and expenses	(1,811)
Fair value of plan assets at end of period	37,143

The actual return on plan assets (including any changes in share of assets) over the period from 31 March 2025 to 31 March 2026 was (£1,955,000).

LOOK AHEAD CARE AND SUPPORT LIMITED**NOTES TO THE FINANCIAL STATEMENTS****16. PENSION OBLIGATIONS (continued)****DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF COMPREHENSIVE INCOME (SOCI)**

	Period from 31 March 2025 to 31 March 2026 (£000s)
Expenses	73
Net interest expense	273
Defined benefit costs recognised in Statement of Comprehensive Income	346

DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME

	Period from 31 March 2025 to 31 March 2026 (£000s)
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	(97)
Experience gains and losses arising on the plan liabilities - gain (loss)	204
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	(328)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	572
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	351
Total amount recognised in Other Comprehensive Income - gain (loss)	351

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

16. PENSION OBLIGATIONS (continued)

ASSETS

	31 March 2026	31 March 2025
	(£000s)	(£000s)
Global Equity	4,116	3,924
Absolute Return	-	-
Distressed Opportunities	-	-
Credit Relative Value	-	-
Alternative Risk Premia	-	-
Liquid Alternatives	6,614	6,495
Emerging Markets Debt	-	-
Risk Sharing	-	-
Insurance-Linked Securities	55	108
Property	1,813	1,755
Infrastructure	2	6
Private Equity	80	31
Real Assets	3,497	4,193
Private Debt	-	-
Credit	1,479	1,340
Investment Grade Credit	2,184	1,079
Opportunistic liquid Credit	-	-
High Yield	-	-
Private Credit	4,484	4,287
Cash	7	476
Long Lease Property	-	10
Secured Income	1,127	585
Liability Driven Investment	11,325	10,609
Currency Hedging	(1)	56
Net Current Assets	361	76
Total assets	37,143	35,030

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

16. PENSION OBLIGATIONS (continued)

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

KEY ASSUMPTIONS

	31 March 2026	31 March 2025
	% per annum	% per annum
Discount Rate	6.14%	5.85%
Inflation (RPI)	3.29%	3.09%
Inflation (CPI)	3.03%	2.79%
Salary Growth	4.03%	3.79%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2026	20.9
Female retiring in 2026	23.2
Male retiring in 2046	22.2
Female retiring in 2046	24.6

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

17. CALLED-UP SHARE CAPITAL

Each of the Association's members holds one share of £1 in Look Ahead Care and Support Limited. These shares carry no dividend rights and are redeemable on cessation of membership if the member so chooses. Each member has the right to vote at members' meetings, but no rights to dividends or distributions upon winding up. Shares are issued to the Non-Executive members of the Look Ahead Board of Management on their formal appointment.

	2026 £	2025 £
Allotted, issued and fully paid at 1 April 2025	28	28
Issued during the year	-	-
At 31 March 2026	28	28

General reserves are available for use at the discretion of the Board in furtherance of the general objectives of Look Ahead. The restricted reserve relates to fundraising income, the use of which is subject to external restrictions.

18. LEGISLATIVE PROVISIONS

Look Ahead Care and Support Limited is incorporated under the Co-operative and Community Benefit Societies Act 2014. Look Ahead Care and Support Limited is required by statute to prepare consolidated accounts including its wholly owned subsidiaries, Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited.

19. TAXATION

Look Ahead Care and Support Limited is a charitable social landlord and is not subject to Corporation Tax.

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

20. CAPITAL COMMITMENTS

At 31 March 2026, Look Ahead had capital commitments not provided for in the financial statements, as follows:

Group and Association

	2026	2025
	£'000	£'000
Capital expenditure that has been contracted for	-	2,292
Capital expenditure that has been authorised	9,712	10,267

Look Ahead expects to finance the above expenditure through a combination of grant, drawdown from existing loan facilities and drawdowns from the investment portfolio.

21. FINANCIAL COMMITMENTS

At 31 March 2026, Look Ahead had contractual commitments under operating leases that were not provided for in the financial statements, as follows:

	Group and Association			
	Land and buildings		Other	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Financial commitments payable:				
Up to one year	192	192	55	55
Between one and five years	375	182	168	221
	567	374	223	276

LOOK AHEAD CARE AND SUPPORT LIMITED
NOTES TO THE FINANCIAL STATEMENTS

22. RECYCLED CAPITAL GRANT FUND

Group and Association

	2026	2025
	£'000	£'000
At 1 April 2025	7,157	588
Utilised in year	(7)	(488)
Additions	340	6,904
Interest accrued	309	153
At 31 March 2026	7,799	7,157

RECYCLED CAPITAL GRANT PAYMENTS DUE

	2026	2025
	£'000	£'000
Greater London Authority	7,492	7,037
Homes England	307	120
	7,799	7,157

Amounts of capital grant repayable:

In one year or less (included in current liabilities)	116	111
Between one and two years	7,333	-
Between two and three years	350	7,046
	7,799	7,157

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

23. DEFERRED GOVERNMENT GRANT

	Grant at cost £'000	Amortisation £'000	Total Net Grant £'000
At 1 April 2025	86,813	(20,018)	66,795
Grant received in year	-	-	-
Recycled Grant – Transferred from RCGF	7	-	7
Grant moved to RCGF	(340)	-	(340)
Transfer from Housing properties	41	-	41
Amortisation in the year	-	(907)	(907)
Amortisation written back on disposals	-	115	115
At 31 March 2026	86,521	(20,810)	65,711

24. ANALYSIS OF CHANGES IN NET DEBT

Group	At 1 April 2025 £'000	Cash flows £'000	Other non-cash changes £'000	At 31 March 2026 £'000
Cash and cash equivalents				
Cash	30,285	(11,132)	-	19,153
Short term deposits	36	2	-	38
	30,321	(11,130)	-	19,191
Borrowings				
Debt due in one year	(772)	722	(580)	(630)
Debt due after one year	(11,038)	-	580	(10,458)
	(11,810)	722	-	(11,088)
Total	18,511	(10,408)	-	8,103

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

25. RELATED PARTY TRANSACTIONS

Transactions between the association and its wholly owned subsidiaries are disclosed below:

During the year ended 31st March 2026, Look Ahead Developments provided design services to Look Ahead Care and Support Limited of £nil (2025: £6,778). At the end of 31st March 2026, Look Ahead Developments Limited owed Look Ahead Care and Support Limited an amount of £19,584 (2025: £45,625).

During the year ended 31st March 2026, Look Ahead Care and Support Limited charged rent of £41,000 (2025: £154,000) to Larch Residential Services Limited. Also, during the year, Larch Residential Services Limited made a gift aid donation of £22,647 (2025: £2,237) to Look Ahead Care and Support Limited. At the year end date 31st March 26, Larch Residential Services Limited owed Look Ahead Care and Support Limited £2,001 (2025: £4,000).

During the year ended 31st March 2026, Look Ahead Care and Support Limited charged lease costs of £144,256 (2025: £140,351) and management recharges (Insurance and overheads) of £77,553 (2025: £117,681) to Blythson Limited. Blythson Limited has charged property refurbishment recharges of £9,690 to Look Ahead Care and Support Limited. Also, during the year, Blythson Limited made a gift aid donation of £1,127,600 (2025: £1,070,248) to Look Ahead Care and Support Limited. At the year end date 31st March 2026, Blythson Limited owed £344,191 (2025: £164,701) to Look Ahead Care and Support Limited.

During the year ended 31st March 2026, Look Ahead Care and Support Limited charged management recharges (Insurance and overheads) of £51,702 (2025: £102,680) to Kingswood Care Services Limited. Also, during the year, Kingswood Care Services Limited made a gift aid donation of £407,584 (2025: £312,509) to Look Ahead Care and Support Limited. At the year end, Kingswood Care Services Limited owed £75,588 (2025: £56,220) to Look Ahead Care and Support Limited.

26. PRIOR YEAR RESTATEMENT

Following a review of the presentation of the Group Statement of Comprehensive Income, the Group has revised the presentation of goodwill amortisation in accordance with the requirements of FRS 102.

In the prior year, amortisation of goodwill was presented below operating surplus. The amortisation of goodwill is required to be included within operating surplus and has therefore been reclassified for the purposes of the current year and comparative presentation.

The Board has decided, given the nature of the goodwill amortisation charge, it is appropriate to disclose the charge separately within the Statement of Comprehensive Income. Accordingly, the Statement of Comprehensive Income presents operating surplus/(deficit) before amortisation of goodwill, followed by a separate line for amortisation of goodwill.

This represents a reclassification of the comparative figures for presentation purposes only. It has no impact on the Group's total surplus/(deficit) for the year, net assets, cash flows or any other amounts reported in the financial statements. The restatement therefore only affects the presentation of the Group

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Statement of Comprehensive Income and does not result in any changes to the other notes to the financial statements.

27. SUBSEQUENT EVENTS

Following the year end, the Regulator of Social Housing published a regulatory judgement in September 2026 confirming grades of G2 for governance, V2 for financial viability and C2 for the consumer standards. The Group continues to meet the applicable regulatory requirements and the Board is overseeing actions addressing the areas for improvement identified in the judgement.

The Group also continued its Board-approved asset management programme after the reporting date, including the completion of property acquisitions and disposals. These transactions do not require adjustment to the amounts recognised in the financial statements for the year ended 31 March 2026.

There were no material events after the reporting date requiring disclosure or adjustment in these financial statements.