

transforming: services buildings lives



**Annual
Review
2016**



mission

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

vision

By working in partnership with our customers, we will become a leader in social care. Our passionate and dedicated staff will work with customers to make decisions and help develop their diverse skills, talents and ambitions. Their insights will always inform, challenge and change what we do. This will help us provide high quality and innovative services we'd be proud for our loved ones to receive.

values

excellence, aspiration, partnership, trust

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THE last twelve months has represented an ongoing evolution in Look Ahead's journey. This year's review provides a flavour of how we have continued to respond to the wider transformation agenda in adult social care.

The need for support is greater than ever. The mental health bed shortage continues to dominate the headlines. We have seen over a 30% rise in people sleeping rough and whilst the government's Transforming Care Agenda has made real progress reshaping support for people with complex learning disabilities, there is still significant work to be done.

And the landscape for adult social care continues to shift. Ongoing financial pressures across all public services, unprecedented changes for supported housing and the increasing demands on health and social care services all present significant hurdles.

Here at Look Ahead, we are rising to the challenge. This year, we have focused on remodelling our properties to provide high quality new homes for people with higher needs. We are delivering new integrated services in partnership with the NHS and our clinical colleagues. And we are transforming support through new innovations, working more closely with families and carers and building on our co-production and peer support programmes.

We don't transform people's lives – we support them as they transform their own. We are proud to demonstrate that with the right care, support and housing, people can gain skills and confidence, build relationships and resilience and move forward with their lives.

I hope you enjoy reading this year's review.



a time of transformation

Chris Hampson
Chief Executive
Look Ahead



about look ahead

LOOK Ahead supports thousands of people across London and the South East with a diverse range of needs, helping them to make individual choices, achieve goals and take control of their own lives by providing tailor-made support, care and accommodation services.

Whether it's working with someone to achieve a positive change or providing specialist care, Look Ahead's experienced and passionate teams are committed to delivering high quality services they would be proud for their loved ones to receive.



service locations

featured services

newham
nimrod house
ibis house



westminster
hopkinson house



lambeth
medication
support



slough
hope house



The map opposite highlights the geographical spread of Look Ahead services. The pins represent the services that feature in this year's review, a small snapshot of what we deliver.

We deliver care, support and housing services in the following local authorities across London and the South East:

- Barking and Dagenham
- Bracknell Forest
- Brent
- Camden
- Croydon
- Ealing
- Elmbridge
- Hammersmith and Fulham
- Hackney
- Harrow
- Hertfordshire
- Hillingdon
- Islington
- Kensington and Chelsea
- Kent – Shepway, Tunbridge Wells and Ashford.
- Lambeth
- Newham
- Redbridge
- Richmond
- Slough
- Southwark
- Tower Hamlets
- Westminster
- Windsor and Maidenhead

mental health

TRANSFORMING SERVICES

This year, we opened a new recovery and reablement service in Slough. Hope House, developed in partnership with Slough Borough Council, represents a new integrated service delivered jointly between Look Ahead and statutory health and social care services. Individuals come to Hope House from a variety of settings (including hospitals and out of borough placements) and with differing mental health needs including psychosis, bipolar disorder and schizophrenia.

The service typically provides seven hours of core support per week but commissioners have the option of purchasing extra support hours for individuals with more complex needs.

We work closely with Early Intervention, Recovery and Community Mental Health Teams (CMHTs). Occupational Therapists are also a core part of our joint staff team, leading on each customer's recovery support plan and supporting access to community activities.

We also support individuals to engage with Hope College. Developed by Slough Borough Council and the CMHT, customers can access educational courses, activities and peer mentoring opportunities, to support them on their recovery journey. After a year, individuals will typically move on to our second stage accommodation nearby.

TRANSFORMING BUILDINGS

Hope House was an existing property within our portfolio and ideal for redevelopment. We worked with the local health trust and commissioners to design and develop a new Psychologically Informed Environment conducive to recovery for individuals with medium to high and complex mental health needs.

Located in central Slough, the building provides ten high quality self-contained accommodation units, cleverly designed to provide a homely, non-institutional setting with a big emphasis on look and feel.

The service is the first stage of what we hope to develop into a mental health care pathway for the borough.

“Recovery is the central philosophy of Hope House, a co-created, collaborative model that truly meets the needs of Slough clients. From its conception and implementation to the early stages of development, the project has exceeded all expectations.”

Geoff Dennis
Head of Mental Health
Berkshire NHS Foundation Trust
Slough Borough Council



TRANSFORMING LIVES

KEVIN, 24, (below left) has lived at Hope House since April. He was previously living at home with his family.

"I really like living here. I like that it is mine to live in and how peaceful it is. It is also helping my relationship with my parents. I am able to get on better with my mum and dad.

I am getting better; I'm starting to get better mentally. I'm not as depressed, I'm not suicidal anymore. I am taking control of my medication, doing things for myself and getting out and about with Fran, the Occupational Therapist.

Working with my Support Worker has helped me a lot. He's helping me learn the things I need so that one day in the future, when I'm ready, I will know what to do and how to live in my own place. And maybe come to a point where I can start a career. I would like to be a writer. Writing is a great release for me."

"I have hope for the future."





TRANSFORMING SERVICES

Look Ahead delivers medication support services in partnership with the NHS in two South London boroughs. The aim of these services is to support medication concordance of people with varying levels of mental health needs, enabling them to stay well, avoid hospital admission and live within their local communities. The service helps tackle and reduce bed blockages and provides commissioners with significant cost savings, compared to keeping people in hospital.

Our staff work alongside Home Treatment Teams to offer individuals with varying mental health needs a responsive and tailored service within their own homes. This includes medication delivery, observation and/or administration, self-management and one to one support.

Close joint working with our clinical partners means that our staff can quickly identify changes in an individual's mental wellbeing and intervene appropriately, stepping up support when needed and supporting them to avoid crisis.

Only one of the sixteen individuals accessing our medication support service has been readmitted to hospital.

“It’s really great to see staff who are truly patient-focused and who take the time to understand individual needs.”

Barry Mussenden
Deputy Director
Department of Health

TRANSFORMING LIVES

PETER, 50, (left) receives support from Look Ahead’s Medication Support Service in Lambeth. Prior to this, Peter had taken an overdose and had spent some time in hospital. Staff now visit him twice a day in his own home, supporting him to take his medication, spending time with him and helping to monitor his mood and wellbeing.

“I came out of hospital in January. Staff like Sam now visit me twice a day, every day. They help me manage my medication; we do it together and I have a routine now. It’s useful to have that someone to talk to and listen to me. It means things don’t build up now and it helps me to cope with things.”

“I’ve gone through lots of changes in my life but I feel safe now; I can sleep better.”



mental health

young people and care leavers

“Look Ahead are a strong and innovative partner who work with commissioners to deliver solutions for young people and care leavers.”

Nick Davies
Service Lead - Adult Commissioning
Royal Borough of Windsor & Maidenhead

TRANSFORMING SERVICES

Located in Newham, Ibis House is Look Ahead's newest service specifically designed for young people leaving care. This service operates throughout London, so rather than being tied to one local authority, we can accept referrals from any local authority requiring a high level support service for their local care leavers. This is of particular value to Leaving Care Teams who may lack this type of specialist provision in their own locality and also for young people who may need to be accommodated away from their home borough for their own safety.

Customers receive up to ten hours of support each week from a highly skilled team of specialist support staff, focused on building strong, positive relationships and establishing independent living skills.

Elsewhere, in Windsor and Maidenhead, we have reconfigured parts of our young people services, creating specific care-leaver provision.

TRANSFORMING BUILDINGS

Ibis House has been converted from a Look Ahead property that was currently redundant, due to the decommissioning of the former teenage parents' service it accommodated.

Bringing the building back into use, the accommodation has been refurbished and now provides 10 high quality self-contained flats and communal space.

TRANSFORMING LIVES

One way we are transforming support for our young customers is through our new Lifeskills programme. Co-developed by staff and customers, the programme has been designed to strengthen and support our offer to care leavers. The modular programme focuses on the six key areas mapped in the Government's care leavers' strategy - health and wellbeing, education, training, employment and citizenship, finances, home and housing, safety and relationships.

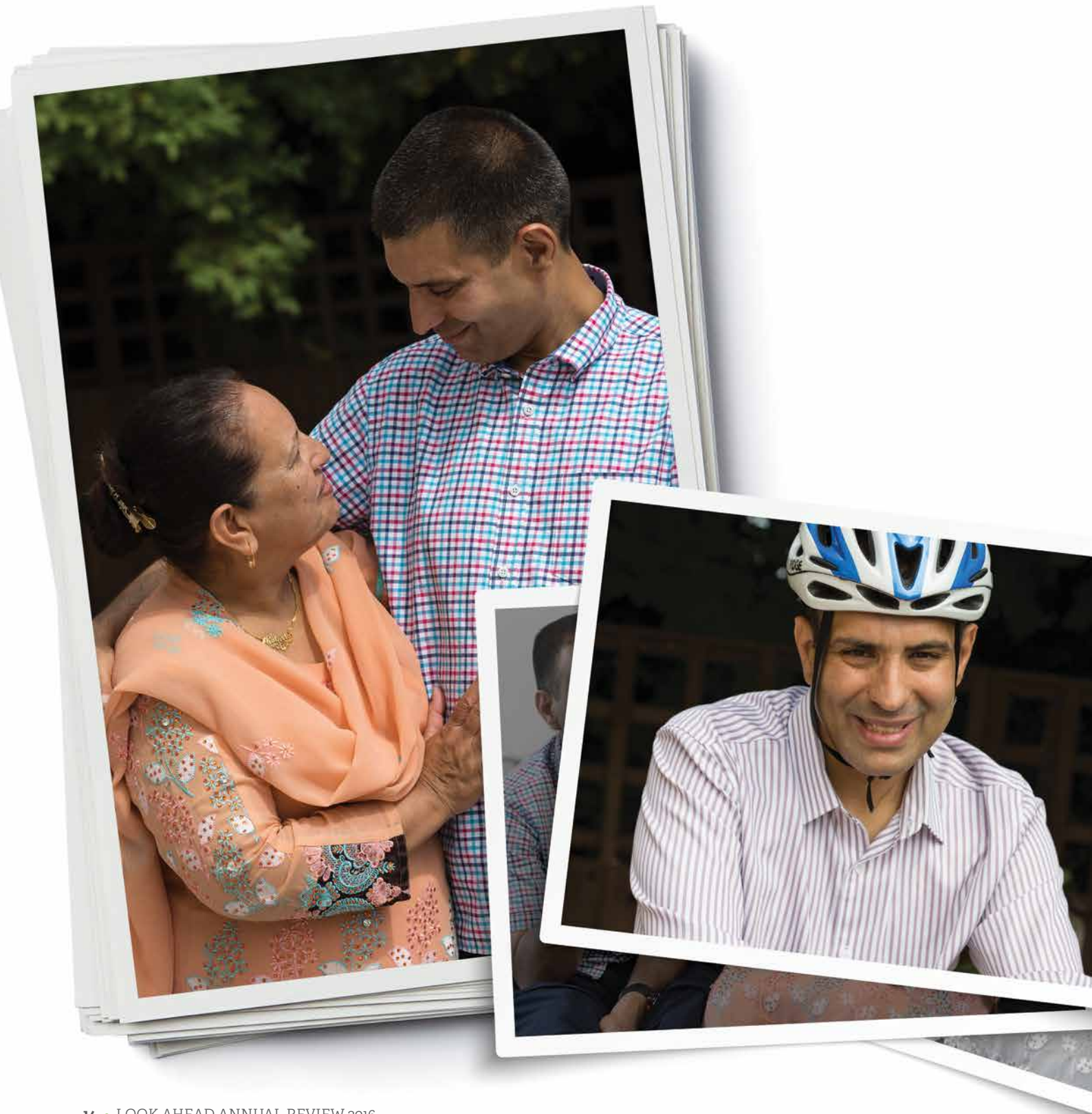
Customers are supported to 'learn, do, reflect' as they work through the nine key modules, increasing in difficulty as they progress to bronze, silver and gold certification. Customers can rate their own progress and evidence their achievements with both Look Ahead staff and their Leaving Care Team.

Customers at Ibis House and elsewhere will also soon be able to benefit from a new digital dimension to their support. Staff and customers have been working with University College London to develop a new smartphone app, which helps customers and staff to manage their support plans, set and view tasks in relation to their support goals and track their progress digitally. The app is currently being piloted with our young customers and will launch later this year.

Mayfair, 20 receives support from a Look Ahead service in Croydon. She will begin her degree at London South Bank University later this year.



Learning disabilities



TRANSFORMING SERVICES

Nimrod House is our new 24-hour high support service in Newham for individuals with learning disabilities. The service builds on our experience supporting individuals with complex needs to move back to their home borough, gained in other areas of the South East including Hertfordshire and Slough.

The model of support at Nimrod House is aligned with the Transforming Care Agenda. Established following the Winterbourne View scandal, this is the government's drive to improve services for people with learning disabilities and/or autism, who display behaviour that challenges, including those with mental health needs.

Through working closely with customers and their families, we are enabling people to move out of hospitals and secure units into community settings. With our continuing support, individuals with complex needs are building skills and relationships, achieving better outcomes and enjoying a better quality of life closer to their loved ones. These types of services often also represent valuable cost savings for commissioners, when compared to NHS or secure facilities.

TRANSFORMING BUILDINGS

Nimrod House was an existing Look Ahead building which has been significantly redeveloped to offer a unique combination of registered care and supported living services under one roof.

The result is a new quality accommodation-based service featuring five self-contained flats that provide flexibility in both tenure and care. Each is tailored to the specific needs of the customer, complete with bespoke features and technology that minimise risk whilst supporting the development of independent living skills.

TRANSFORMING LIVES

RIZ, 36, (left) has lived at Nimrod House since April. His mother, Raheela, shares their experiences.

"Before coming to Nimrod House, Riz was in a secure hospital in Colchester. He had been there for almost five years. Living in a hospital is very different - he just had a room, and it was much more difficult for our family to see him. We might get to see him once a month. Now, we see him most days.

He is back in the area where he grew up, going to the places he knows and remembers. His grandparents live just five minutes away. He now goes with staff to the pool where he learnt to swim as a child. He is riding a bike again after many years. He is doing so much here - his life is very different from before; he is much more independent. We have all seen big improvements and he is a much happier person.

Riz is part of a big, very close family - he has six brothers and sisters and nine nieces and nephews. On Sundays he might come home for the day or we all come here and enjoy a meal together - in his home."

"Riz's move here has changed all our lives for the better - we are very lucky to have him."



homelessness and complex needs

“What makes Hopkinson House so special is how they look beyond presenting behaviours to the individual and their vulnerabilities. The service doesn’t give up on people - it has really helped to meet a strategic need for the borough.”

Jenny Travassos
Senior Manager of Rough Sleeping Services
Westminster City Council

TRANSFORMING SERVICES

This year we remodelled our Hopkinson House hostel service in Westminster to meet the borough’s need for bespoke support for individuals with the most complex and challenging needs, including long-term substance misuse, mental health needs, personality disorders and histories of complex trauma.

We have achieved this transformation in a number of ways:

- Embedding a new Psychologically Informed Environment (or ‘PIE’) where the overall approach and the day-to-day running of the service, has been consciously designed to take into account the psychological and emotional needs of residents.
- Reshaping training and development to ensure staff have the specialist skills and resilience to work with this client group.
- Greater closer working with external agencies to ensure customers receive a more seamless support package. Interventions are jointly managed and customers can build trust with our staff prior to coming to the service.



TRANSFORMING BUILDINGS

Over the years, we have transformed how Hopkinson House is used and managed, so we can make best use of the space and provide the highest quality services for our customers.

The building currently provides two different Look Ahead services. The lower floors were redeveloped in 2013 to provide replacement self-contained accommodation for individuals with low to medium mental health needs. This redevelopment provided additional accommodation units for the borough, reducing dependence on costly out-of-borough placements and enabling more individuals to live in their local communities.

TRANSFORMING LIVES

NEAL, 49, (below) has lived at Hopkinson House for nine months.

"The staff and customers work well here together; we sit down together and talk about what we need and also what we want. It's about what staff can help us to do for ourselves, rather than just leaving us to our own devices. The staff are so important – we need people we can trust and build a relationship with.

They know me and understand what I need; they're really on the ball. My intention is to use this as a stepping stone to voluntary work and then maybe training to become a Support Worker myself. I finally have control of my life back and this place has helped me do that."





experts by experience

AT Look Ahead, we believe our customers are Experts by Experience. Our co-production programme continues to ensure that customers have opportunities to work alongside staff to transform how support is designed and delivered.

From interviewing and inducting new staff, quality checking our services to working with us to design new service models, our customers are changing how we do things.

Customers' input is recognised and rewarded through Look Ahead Time Credits, developed by social enterprise, Spice. This time-based currency means that for every hour volunteered, they receive a credit which can be used on educational and wellbeing activities in their local community.

PEER SUPPORT

Those who have personally experienced services can offer valuable support to others. Our Peer Support programme trains individuals who have used services to provide support to Look Ahead customers, based on their common experiences and insight.

Over the last three years, we have established almost 100 peer support placements across a wide range of our services.

In the last 12 months, Look Ahead customers have received over 2,300 hours of support from trained peer mentors.

TRAINING OUR STAFF

Our Training Team consists of current and former customers who train Look Ahead support staff based on their personal experience, practical expertise and real life insights. Over the last year, the team delivered 80 workshops on subjects including mental health awareness, domestic abuse and Asperger syndrome, and are now offering the training externally to social enterprises, universities and most recently the police.

CUSTOMER CELEBRATION EVENT

Our 2016 Customer Celebration Event saw close to 150 Look Ahead customers involved in our Experts by Experience programme come together for a day of reward, recognition and activities. Customers and staff enjoyed live performances, external speakers, yoga, arts and drama workshops and our popular awards ceremony, where customers' achievements over the last twelve months were celebrated.

CUSTOMER SERVICES COMMITTEE AND FAMILIES AND CARERS' FORUM

These two established networks provide opportunities for the people that receive our services and the people that love or care for them to regularly feedback and input into the organisation and influence how and what we do.

Over the last twelve months, these groups have played a crucial role in working with us to develop our organisation's new vision, mission and values. Families and carers have also been involved in our Quality Checkers programme, working with us to audit and improve our services. They are currently helping us to reshape our new support planning process and develop our new website.

WITH close to 1000 Look Ahead staff members, everyone plays a crucial role in helping to ensure we consistently deliver the highest quality support to people in need.

Over the last year we have continued to invest in the development of our staff, knowing they can and do make all the difference to the thousands of people we support every year.

LEADERSHIP AND MANAGEMENT PROGRAMME

Over the last year, we have launched a new Leadership and Management training programme, accredited by the Institute of Leadership and Management. Over 100 staff members will benefit from the programme this year and will receive a qualification upon completion. The aim of the programme is to build the skills, confidence and leadership potential of our most promising staff members, growing our own talent so we can aim for 80% of our leadership roles to be filled by internal appointments over the next year.

WOMEN IN LEADERSHIP AWARD

Look Ahead's Women in Leadership Award has been designed to support aspiring female talent within our organisation to fulfil their potential as future leaders in the support, care and housing sector. Our winners this year are Angelina, a mental health Operations Manager and Jess, who manages a young parents service in East London. Angelina will be supported to complete a MBA over the next three years whilst Jess will access bespoke leadership training through the prestigious King's Fund.

APPRENTICESHIP SCHEME

This year, we celebrated the eighth successful year of Look Ahead's Apprenticeship Scheme. 30 apprentices from a range of backgrounds, including former Look Ahead customers, will join us for the twelve-month programme, combining the opportunity to gain practical hands-on experience in our care and support services with studying towards a NVQ in Health and Social Care. We are proud that the significant majority of apprentices who successfully complete the programme, stay to build their careers with us.

KRYSTLE and SHAMMI both work at Hamlets Way, a Look Ahead service in East London, supporting individuals with learning disabilities. Krystle completed the Apprenticeship Scheme in June 2014 and Shammi is on the current scheme.

KRYSTLE

"Before I did the scheme, I was a pub manager. I had no real experience in care and support but I was keen to learn. The scheme helped me gain qualifications and now two years on, I am now a Team Leader, managing a team of six including Shammi, who is one of our newest apprentices.

It's good to know how far I've come with Look Ahead and how far Shammi can go too. Look Ahead recognised my potential and supported and pushed me to develop. It's refreshing to know that I am now part of this process; helping to nurture her talent so she can develop her career too."

SHAMMI

"For me the best part of the scheme is the experience I have got from everyone I have worked with – staff and customers.

The thing I have enjoyed most is working with customers. Care and support is a very practical job so it's been great to get this experience."

our
staff



Shammi (left) and Krystle (right), two successful Look Ahead apprentices.



Our latest ILM management cohort.



Jess (left) and Angelina (right), recipients of Look Ahead's first Women in Leadership Award.



SENIOR MANAGEMENT TEAM

Chris Hampson, Chief Executive

Pat Long, Executive Director of Operations

Lisa Bradley, Executive Director of Finance

Alex Seery, Director of Learning Disabilities

Guy Robinson, Director of Operations

Paul Perkin, Director of Operations

Claire Luxton, Director of Quality,
Governance and Performance

BOARD OF MANAGEMENT

Stephen Alexander, Chairman
Chairman, Immediate Media Company Ltd
Chairman, Dairy Crest PLC
Chairman, Rhubarb Food Design Ltd

Graham Buckland, Chair of Investment
Panel
Former Managing Director, Barclays

Chris Dobson,
Executive Director, Ernst and Young

Professor Sean Duggan,
Chief Executive, Centre for Mental Health

Jane Hives, Chair of Performance Review
Committee
Chartered Accountant and Consultant
Trustee, The Pixel Fund

Julie Jones CBE, Chair of Customer Services
Committee
Former Chief Executive, SCIE
*Former Deputy Chief Executive, Westminster
City Council*

Moirá Sinclair, Deputy Chairman
Chief Executive, Paul Hamlyn Foundation



governance

IN the current climate, it would be easy to describe the state of our sector as challenging or even bleak. But that's where our dedicated team at Look Ahead really come into their own. I am proud to chair an organisation that can step up in hard times and support vulnerable members of our community who can so easily be ignored or marginalised further in stringent times.

This year's review has captured the essence of Look Ahead's unifying response to the challenge; to address it head on. Our organisation has collectively asked itself some hard questions, such as how can we respond to austerity and do things differently? How can we make things better for our customers?

So by grasping the nettle and being ready to adapt and make changes, the opportunity for transformation has never been greater. And with that comes real potential, for us and the thousands of people we support each year.

During my time here, I have never failed to be impressed and inspired by Look Ahead's customers; how they respond to their own personal challenges, get back on their feet and keep going. My particular thanks go to those that have shared stories of their own personal transformations in this year's review as well as to all our staff.



final thoughts

Stephen Alexander
Chairman
Look Ahead

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**lookahead.org.uk**

Services we would be proud
for our loved ones to receive