



Look Ahead's Year in Review

2020

In line with our core values – **excellence, aspiration, partnership** and **trust** – we align ourselves with other organisations that help us to achieve our vision.

accreditations



awards



memberships and associations



In partnership with



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welcome

from Chief Executive

HEALTH, housing, support and care have continued to be the main cornerstones of our work over 2019/20. The integration of these areas increasingly guides our approach and our ways of working across each of our main specialisms – homelessness, mental health, learning disabilities and young people and care leavers. Delivering integrated services is now very much becoming the norm rather than the exception. And the benefits are clear – for commissioners, clinicians and, critically, our customers. I am pleased we are able to share examples of this throughout this review.

And as we have moved further into 2020, it is clear that in the context of the current pandemic, housing, health and support have never been so important – the need for our work has never been greater. The need to provide real homes for people where people can stay safe and seek refuge. The need to safeguard

the health and wellbeing of the most vulnerable. The need to support those individuals who we sadly know are likely to be disproportionately affected by the impacts of the current pandemic – physically, socially and economically.

I am pleased that our services have risen to these challenges, and also that our consistently high service quality is reflected in very strong financial results for 2019/20.

I would like to end by thanking our staff – both for their efforts over 2019/20 and in the face of the current and ongoing challenges. It is my sincere hope that the increased appreciation and recognition of health and social care workers, that we have seen since spring, lasts far beyond the end of this pandemic.

CHRIS HAMPSON
Chief Executive



“housing, health and support has never been so important”

introduction

from Chair



I AM pleased to jointly introduce Look Ahead's Annual Review for 2020. We hope it provides you with a valuable insight into Look Ahead's work and the impact the organisation has had over the last twelve months. The stories from both our staff and customers never fail to inspire me. This year more than ever.

I wanted to take the opportunity to publicly acknowledge and pay tribute to the efforts of the Look Ahead team during the Covid-19 pandemic. The efforts and dedication of all staff – whether this be senior leaders, those working in central support functions and of course those working directly

on the frontline in our care and support services – have been nothing short of remarkable.

It has clearly been a challenging time and the uncertainty, for now, looks set to continue. However the Look Ahead team have risen to the many challenges this pandemic has brought, with skill, compassion and positivity, and I am confident they will continue to do so.

On behalf of the Board of Management and the customers we serve, thank you.

JULIE JONES CBE
Chair

“the efforts and dedication of all staff... have been nothing short of remarkable”

who we are

OUR MISSION

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

OUR VALUES

EXCELLENCE • **ASPIRATION** • **PARTNERSHIP** • **TRUST**





WHAT WE DO

LOOK Ahead is a specialist housing association and provider of tailor-made care, support and accommodation services.

We support thousands of people across London and the South East with a diverse range of needs, helping them to make individual choices, achieve goals and take control of their own lives.

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

WHO DO WE WORK WITH?

WITH over forty years in social care under our belt, we are experts through both practice and understanding.

Today, we are proud to be the trusted partner of over 30 local authorities and health trusts, providing specialist support and care services for around 6500 people every year with a wide range of needs, including:

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

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

Look Ahead 2019/20

where we work



- 
mental health
- 
**young people
AND CARE LEAVERS**
- 
learning disabilities
- 
**homelessness
AND COMPLEX NEEDS**
- 
NUMBER OF SERVICES

Look Ahead 2019/20 in numbers

ABOUT OUR SERVICES

6,436

NUMBER OF CUSTOMERS SUPPORTED OVER YEAR

112

SUPPORT AND CARE SERVICES

2592

NUMBER OF BED SPACES WE OFFER (ON ANY ONE NIGHT)

13

NUMBER OF CCQ SERVICES

1406

NUMBER OF CUSTOMERS ACHIEVING GREATER INDEPENDENCE

30

NUMBER OF LOCAL AUTHORITIES WE DELIVER SERVICES IN

For information about Look Ahead's financial performance, please see our 2019/20 financial statements.

Look Ahead 2019/20

in numbers

ABOUT OUR SERVICES CONTINUED

1216

NUMBER OF PROPERTIES
WE OWN

90%

CUSTOMERS SATISFIED WITH
THEIR LOOK AHEAD SERVICE

ABOUT OUR QUALITY

90%

OF SERVICES RATING GOOD OR
OUTSTANDING THROUGH OUR
QUALITY MANAGEMENT SYSTEM

1

NEW BOROUGH

11

NEW SERVICES

100%

OF SERVICES RATING GOOD
OR OUTSTANDING BY CQC

ABOUT OUR STAFF

87%

VALUE OF
EXISTING
SERVICES
RETAINED

1

ACQUISITION

1063

STAFF

66

STAFF COMPLETED ILM
TRAINING

315

BANK
SUPPORT
WORKERS

333

DIFFERENT STAFF
TRAINING COURSES
OFFERED

423

STAFF COMPLETED
INDUCTION

homelessness

and complex needs

PEOPLE who find themselves homeless are often the most marginalised, excluded and in need individuals in our society. Their needs are often multiple and complex. From mental health challenges to substance misuse issues, fleeing domestic abuse to housing breakdown, no two personal experiences are the same.

As an organisation we provide a wide range of different types of services to meet these needs; we currently provide **26 specialist homelessness and complex services** across **11 local authorities**. This includes hostels, supported housing, assessment centres, domestic abuse refuges and tenancy sustainment support, both in inner and outer London, including our growing number of services within Kent.

More recently, this has also included Look Ahead providing emergency temporary hotels, supporting rough sleepers off the streets and into safe accommodation during the Covid pandemic. We're proud to have been part of this national effort to safeguard those most in need, and move them onto more permanent settled housing.

DOMICILIARY CARE SERVICE PROMOTING DIGNITY AND INDEPENDENCE

ROSEMARY, Look Ahead's Domiciliary Care Manager talks about how this approach is benefitting hostel residents.

“Over the last year, Look Ahead’s homelessness and complex needs support provision has expanded into new territory – domiciliary care. Domiciliary care is the delivery of personal care, support and domestic assistance within an individual’s home environment. This may include support with washing and dressing, medication, household task, meal preparation and social inclusion. It helps to promote independence, dignity and positively supports individuals to maintain their quality of life and wellbeing.

Look Ahead already provided domiciliary care across some of our learning disability and mental health services. However we had seen a growing need for this type of provision in our homelessness services, particularly for our aging customers or those with physical health needs.

Traditionally, domiciliary care does not cater to this demographic of our customers. The domiciliary care team have had to become more integrated with the service staff and involved with handovers, which has helped us build close relationships with the customers.

We now offer domiciliary care within four of our homelessness services across London, with members of the team going directly into hostels to support customers with identified care needs.

We are already starting to see the positive impact of domiciliary care on our customers. Some of the care plans we implement may seem relatively basic, for example how to keep a room tidy, how to wash daily or how to go shopping for food, but it’s important to remember customers don’t always come to us with these skills.

“we are already starting to see the positive impact of domiciliary care on our customers”

We are currently looking to expand this provision across more of our homelessness services. Giving the customers these skills has helped give them a sense of dignity and pride in themselves, helping them to live happier and healthier lives and move on to the next more independent stage of their journey.”



BRIGITA, A DOMICILIARY CARE WORKER

“here, we see women start to turn their lives around”



HANNAH, CONTRACT MANAGER

TOWER HAMLETS DOMESTIC ABUSE SERVICE HELPING FAMILIES THROUGH CRISIS

HANNAH, Contract Manager, tells us why domestic abuse services are now more important than ever.

“Tower Hamlets Domestic Abuse Service opened in 2018. It can accommodate up to 15 women and their children, all in self-contained accommodation. Women and children come to us from all over the country, fleeing domestic abuse or violence.

They typically stay with us for up to six months and our focus is on crisis management and recovery. We also have a number of flats that are exclusively for single women, as we know there is a national shortage of placements for women without dependent children.

Our staff team provide an array of practical support and work closely with partner agencies to address housing need and tackle legal issues including custody, separation and visa issues. Over the last year we supported close to 50 women and their families move on to fresh starts all over the country.

The emotional support we offer is equally if not more important. Our staff are accredited to deliver the Freedom Programme to support families to start recovering from the trauma they have experienced. We also have an Independent Domestic Violence Advisor (IDVA) as part of our team as well as a Children’s Support Worker, a three year position funded by Tower Hamlets’ Community Fund.

This position is currently held by an arts psychotherapist who provides invaluable support to children in our service from newborns to teenagers, through therapy through play sessions, homework clubs, trips out and crucially someone to talk to.

During the coronavirus crisis, a time when we know domestic abuse was rocketing across the country, we received additional funding from the Ministry of Housing, Communities and Local Government Covid 19 Domestic Abuse Fund. We used this money to provide extra staffing to support move on so we could free up space for women in need coming in. We were also able to fund online professional therapy and counselling sessions and additional

in-house activities and resources for women and their children during lockdown

This service provides a safe, holding space for women and their children, often following intense trauma. Here, we see women start to turn their lives around – to start building lives that are safe, free from abuse and hopeful.

We know that our support helps to provide them with the tools they need to protect themselves and their children in the future. So whatever they may have experienced in the past, it won’t hold them back.”

KENT HOMELESS CONNECT

“we are overjoyed when we see a customer move into their own home... it’s what we come into work for”



LOOK AHEAD'S KENT TEAM AT OUR 2020 STAFF CELEBRATION

KENT HOMELESS CONNECT SUPPORTING PEOPLE THROUGH PARTNERSHIP

SARAH, Contract Manager, explains how we are helping to tackle homelessness across the county.

“I have been really proud to see Look Ahead services continue to grow in Kent over the last eight years.

Whether its support in the area of homelessness, mental health, domestic abuse, or for care leavers, our services reach more than 1,000 people a year in Kent and they truly transform lives.

We are especially pleased to have launched Kent Homeless Connect in the county together with our partners Porchlight, a Kent-based homelessness charity. It really is a flagship service because customers with the highest level of need can access all their support in one place and it doesn't matter where they live in Kent as the streamlined service works across local authority boundaries.

We also offer a 'Housing First' approach, providing customers with stable accommodation as a platform to start addressing their support goals and aspirations..

Our accommodation is both homely and welcoming; we try to provide Psychologically Informed Environments (PIE) as we know that a person's surroundings can really impact on their wellbeing.

Our Tenancy Sustainment Team is doing some great things too. They work with our customers to ensure they can remain in their own homes, supporting them to organise their finances and deal with landlords.

It's our staff that I'm most proud of – at Look Ahead we work hard to recruit staff with genuine empathy for others and who have a passion for their work. I see this every day at work as staff go above and beyond to support their customers. Our staff are trained in trauma-informed approaches to care and they carefully tailor support around each individual. We also employ therapists to help our customers, many of whom have experienced complex trauma or abuse.

Everyone who comes to Look Ahead has a different story and I'm proud to say that we provide them with a support plan that is as unique as they are. We are overjoyed when we see a customer move into their own home and begin to rebuild their life. It's what we come into work for.”

STEPHANIE, who has received support from Kent Homeless Connect, shares her story

"I was living on the streets for two and a half years. Before that I had a part-time job working for a charity and was married with a child. I felt I had done everything right.

But then my marriage ended and my family life fell apart. I moved away to live with my Dad so that I could look after him when he was terminally ill with cancer. When Dad died his council tenancy ended and I had nowhere to turn. Everything was too much and I had a breakdown – I just couldn't cope.

I ended up living on the streets where I was shouted at and kicked. All my possessions were stolen. Nowhere felt safe. When I moved to a tent in some woodland it was set on fire three times.

I was referred to Look Ahead by Porchlight and came to live at one of their hostels. Staff there have been brilliant. It's the little things like they arranged my appointment for new glasses and paid for them.

I'm getting dental treatment too, after losing some of my teeth because all the time I was homeless I never went to a dentist.

When I look at a photo of myself just before I came into the hostel I don't recognise it as me. I had very thin hair and looked so ill. Now my hair is long and I enjoy putting on make-up and looking my best.

I have been getting back to myself and have now moved into my own one-bedroom flat. The flat is in a nice, quiet cul-de-sac and it's a place I can call my own. I want to decorate it and I'm looking forward to my daughter visiting."

"I have been getting back to myself and have now moved into my own one-bedroom flat"



STEPHANIE, LOOK AHEAD CUSTOMER

covid-19

EMERGENCY HOMELESSNESS HOTEL ACCOMMODATION LOOK AHEAD SUPPORTS ROUGH SLEEPERS THROUGH THE CORONAVIRUS CRISIS

**“in these uncertain times, its
been reassuring to see people
coming together to help those
who need it most”**



FARAH, EMERGENCY ACCOMMODATION MANAGER

FARAH, Emergency Accommodation Manager, explains how Look Ahead have helped the national response.

“As the pandemic began, the government set up a plan to provide emergency safe places for rough sleepers. These hotels all across London, funded and coordinated by the Greater London Authority (GLA) provided rough sleepers with access to accommodation enabling them to self-isolate, self-shield and get help if they had symptoms of Covid-19.

Look Ahead, working closely with our staffing partners AGS, set up two emergency accommodation sites using hotel sites across South London. I manage one of the sites in Waterloo and between both sites, we support over 250 individuals aged between 18 and 80, who otherwise would have been on the streets and at increased risk of contracting the virus, due to both their living conditions and their pre-existing medical conditions.

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We set the service up in a matter of days; it was a huge task. Collaboration was key from the very beginning, from IT supplying laptops, HR supporting staffing and our Business Development Team shifting roles to support the set-up.

Partnerships with the health sector have also been key. We work closely with SLAM and St. Thomas' Community Health Team to make sure that our guests have appropriate support around their mental and physical health. We've seen surprisingly low cases of infection which has been really encouraging.

It's not been easy, but it's been really rewarding to see the solidarity – across the sector, corporate, community and even local people pitching in with donations or doing what they can. In these uncertain times, it has been reassuring to see people coming together to help those who need it most.”

covid-19

“every day brings new challenges, but seeing guests move into permanent housing is so rewarding”



LEFT, RYAN, EMERGENCY ACCOMMODATION MANAGER AND, ABOVE, CROYDON HOTEL TEAM

RYAN, Emergency Accommodation Manager, explains the differences the services have made.

“Setting up the hotels was a whirlwind; our Croydon site was set up in just four days which was a tribute to teamwork on all levels. Look Ahead were looking for staff members with an expertise working with those with complex needs, and I come with experience in the field, so they called on me to help with this project.

All our guests have a private room and ensuite bathroom. We use corporate donations and GLA and NHS funded resources to make sure everyone has access to essential supplies such as food and medicine. Our staff teams provide three meals a day and all basic supplies are delivered directly to guests’ doors to avoid unnecessary contact.

In July, we were pleased to host Tom Copley, Deputy Mayor for Housing and Residential Development, for a virtual visit to our site. He toured the facilities and chatted with staff and guests over a video call. It meant a lot to the team to have their hard work recognised.

Now we are looking ahead to the next couple of months. We already have full time Resettlement Support Workers dedicated to helping guests move on to their next accommodation. We work closely with community organisations, immigration charities and other partners to make sure everyone can access the support they need.

Every day brings new challenges, but seeing guests move into permanent housing is so rewarding.”

covid-19

JAMES' STORY

JAMES*, 46, is a former guest at our Waterloo hotel that supports people who may be particularly vulnerable to coronavirus because of a pre-existing condition. Here is his story.

“Before the pandemic, I had been staying in a shed in west London for over a year with my partner and my two dogs. I made it my home but it had no running water or heat. So when the news came about temporary accommodation, I was blown away. We grabbed all our essentials and made our way to South London.

We had our own room here with all the things that we needed. The room had its own shower and television, which was nice to kick back and watch the telly. Since we are from a different part of town, we enjoyed exploring the area and walking along the Thames, seeing the sights.

The staff there were excellent. They treated us with humanity, which was very different to how I have been sometimes supported in the past. But in particular, Vicky was amazing. What

really impacted me was her empathy – she really touched my heart.

Thinking back to living in that shed, it affects you and really gets to you. But being at the hotel helped us immensely. I was there with my partner and we were both so grateful for that place. I feel like this is a big moment for me.

Before we got to the hotel, Vicky and a police officer helped us find a place for our dogs to stay with Dogs on The Street while we were at the hotel. I missed them so much but now we are back together again.

The team at the hotel helped me move to a new permanent place so we didn't have to go back to the shed. Me, my partner and dog are all now together again. Sometimes we cry from happiness at what we've got now.”

**name changed for anonymity*

“being at the hotel helped us immensely... I feel like this is a big moment for me”



mental health

THE need for safe, recovery-focused community-based mental health services has probably never been greater. The last year has brought significant challenges not only to the NHS and public services but also to individuals' mental health, particularly for those who already have particular needs, diagnoses or challenges.

Look Ahead have continued to grow our mental health services over the last year. We now offer **40 specialist mental health services** across **18 local authorities**. We offer a range of services across the full mental health care and support pathway, from in-patient alternatives through to independent living.

We are increasingly working with adults in high acuity groups, often those with co-morbidities, and continuing to develop and deliver services that support both the NHS Long Term Plan and Mental Health Implementation Plan.

Over the last few months and in the context of Covid-19, we have continued to implement new services, that meet commissioner and customer needs at a time of increasing pressure and uncertainty.

HOPE PLACE SUPPORTING MENTAL HEALTH MODERNISATION IN SLOUGH

“we are already seeing positive changes in the customers who have moved in”



STAFF TEAM AT HOPE PLACE IN SLOUGH

LORRAINE, Head of Operations, introduces our new accommodation- based service in Berkshire

“Over 2019/20 the Look Ahead team were working towards the opening of Hope Place, a new accommodation-based service for ten people with medium to high mental health needs. When it opened in 2020, it joined Hope House, another Look Ahead service in Slough that has been successfully supporting people with mental health needs in the area for the last four years. Hope Place plays a key role in Slough’s mental health strategy, being the only service in the areas to accept mental health referrals directly from hospital.

Hope Place is located in a brand new building managed by EHSL Housing. Each customer has their own self-contained room, as well as access to two shared kitchens, a garden space and a lounge. Hope Place offers an on-site occupational therapy service, delivered by the local Community Mental Health Team, providing staff and customers access to clinical advice. The service also works closely with Hope College in Slough, that provide a range of life skills courses on-site as well as specialist workshops on managing stress, anxiety and depression.

The final stages of the implementation of the service took place during lockdown restrictions due to the coronavirus pandemic. We had to adapt our planned preparations during lockdown to ensure the service could still open. Fortunately, we were able to conduct referral interviews and assessments remotely, and were even

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able to give new customers virtual tours of the building so they could become familiar with their new home, even from a distance.

The Infection Prevention and Control Lead from the local Clinical Commissioning Group visited the service to give our team full training on PPE usage and we also arranged Covid-19 testing for customers prior to move in, ensuring we were doing everything we could to provide and maintain a safe environment for people moving into their new homes during this challenging period.

And we are already seeing positive changes in the customers who have moved in. We are currently supporting a man with autism as well as mental health needs – so our staff have had to adapt to new challenges early on. When he first moved in, he didn’t like to come out of his room or engage with staff. Over a relatively short time, through gentle encouragement and staff taking a genuinely person-centred approach to how they support him, he has become much more socially engaged and is now enjoying taking part in our weekly activities. There has been demonstrable change in his engagement, that has been recognised by his family.

This shows the positive impact the service is already having and we are looking forward to seeing our customers develop further as they take positive steps back into the community.”

covid-19



LAURENCE, MANAGER OF C&I'S
HOSPITAL DISCHARGE SERVICE

“the result is an expanded multi-disciplinary team co-located across various hospital sites”



ISAAC, HEALTH
INTEGRATION LEAD

SUPPORTING PEOPLE TO LEAVE HOSPITAL IN CLIMATE OF COVID-19

ISAAC, Look Ahead's Health Integration Lead, outlines our innovative North London pilot

“This summer Look Ahead started a hospital discharge pilot with Camden and Islington NHS Foundation Trust to support people who are medically fit to move on from C&I's inpatient wards but who face other barriers to discharge. These may be housing related issues, difficulties around accessing or arranging social care packages or very practical issues around things like arranging utilities and sourcing paperwork.

It builds on Look Ahead's experience of providing similar hospital discharge services for SLAM in South London.

The trust commissioned this six month pilot as part of their Covid-19 recovery programme and their drive to release inpatient bed capacity across the two boroughs, in the current context of increased pressures on the NHS. Three Look Ahead discharge workers are fully integrated within the Trust's existing discharge team which also includes social workers. The result is an expanded multi-disciplinary team, overseen by a consultant psychiatrist, co-located across various hospital sites with all staff using NHS systems.

The pilot aims to result in reduced bed days and improved outcomes for patients and could provide a template for joint working in the future.”

young people

and care leavers

YOUNG people come to our services for a range of reasons and with a variety of needs. They might have had to leave their home environment or even be seeking asylum fleeing an unsafe country, unaccompanied and often alone. Many will be leaving care, trying to find their footing in a new, more independent world.

We currently provide **26 specialist young people and care leavers services**, across **14 local authorities**. Over the last year we have continued to develop new support services that can meet their varied needs, including new Semi-Independent Living (SIL) services and assessment centres that can provide a rapid response to young people most in need. We are also building on our relationships with external funders so we can develop more buildings that provide environments that can support young people's recovery and transition to independent living.

HORN LANE YOUNG PEOPLE A NEW SERVICE FOR YOUNG PEOPLE IN NEED

LOIS, Contract Manager and MICHAEL, Team Leader, tell us about their new Semi-Independent Living service for young people.

“Our newest service for young people, Horn Lane in West London, opened this spring. It provides 24/7 support to young people with medium to high needs, who may be leaving care and also Unaccompanied Asylum Seeking Children.

We support 14 young people across two separate buildings. Look Ahead own and have recently renovated the buildings to offer our young people a great new living environment to call home.

Our staff team is made up of specialist support workers with particular expertise around working with young people leaving care and those with mental health needs. This has gone a long way to ensuring our young people have access to the support they need.

The support is also flexible – we’ll offer young people that are struggling more support time and flex up or down depending on what they need. We are working with young people from a mix of backgrounds and experiences – family breakdowns, trauma, or even unaccompanied minors. However our approach to support stays the same; it’s always person-centred. It gives them the agency to make their own choices about their futures.

Horn Lane opened in the midst of the coronavirus lockdown – a challenging time for both staff and customers alike. But we were still here providing support to young people at a time in their lives when they needed it most.

Our young people often say they feel at home here, maybe possibly for the first time ever. The greatest thing is when our customers succeed and reach their goals. And we’re proud that three of our customers are starting college this year.”



MICHAEL, TEAM LEADER

**“our young people
lead their own support
because we know that
everyone’s story is
different”**



MEMBERS OF THE HORN LANE TEAM



ISLINGTON YOUNG PEOPLE ASSESSMENT CENTRE SHORT-TERM SUPPORT FOR YOUNG PEOPLE IN NEED

“the team support our young people to maintain placements that may have previously broken down elsewhere”



JASMINE, CONTRACT MANAGER

JASMINE, Contract Manager, shares the service's approach to supporting customers short-term

“Our service supports young people with a variety of needs. They may be care leavers, homeless, on remand or under probation. The service is 24/7 and we offer support for usually no longer than 16 weeks, far shorter than most of Look Ahead's other services for young people.

When a young person is referred to the service, we make an assessment on whether they have high, medium or low support needs, and also start to identify where they would be best placed after they leave us. There is a quite a big problem with gangs in Islington so that is one of our primary concerns when assessing a customer and making sure we keep them safe.

What I'm particularly proud of is how the team support our young people to maintain placements that may have previously broken down elsewhere. Not only are we able to maintain their placement, but also able to improve their referral by working out effective ways of working with the individual so they can maintain future placements when they move on.

I think a lot of this comes down to our trauma-informed approach, which I believe sets us apart from others. Trauma-informed approaches look at behaviour in a different light. We try to understand each individual's history and past experiences.

When a young person has experienced trauma, they can perceive any interaction as a potential threat. This can put them into a 'fight or flight' mode, which can then trigger behaviours that can challenge us. They are not 'difficult young people' – they are young people who have faced difficulties.

This service is very fast-paced, the turnover is so quick and there are more move-ons and assessments than anywhere I've worked before. This keeps our service dynamic. It's never stagnant, and I believe this is key to our successes as a service. Staff are always developing, observing different behaviours, and ultimately getting the best possible outcomes for the young people we work with.”

covid-19

LANDAID'S CHARITABLE SUPPORT MAKING A REAL DIFFERENCE TO LOOK AHEAD'S YOUNG PEOPLE



LANDAID'S SUPPORT IS MAKING A DIFFERENCE TO STAFF
AND CUSTOMERS IN OUR YOUNG PEOPLE'S SERVICES

"this support has been and will continue to be life-changing for vulnerable young people"

EVA, HEAD OF
PHILANTHROPY AND
PARTNERSHIPS



EVA, Look Ahead's Head of Philanthropy and Partnerships, outlines how charitable support is continuing to make a real difference to our young customers during the pandemic

"Over the last twelve months, LandAid, a property industry charity that works to improve the lives of disadvantaged young people in the UK, has offered significant support to our young people's services. Their mission is to end youth homelessness and a number of our services have benefitted from their funding and expertise.

This has included sourcing funding of £120,000 towards the refurbishment of St Kilda's, our young people's service in Ealing, through SEGRO, a property investment and development company.

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St Kilda's was previously a service for four young people who had been impacted by homelessness. With the funding from LandAid and SEGRO, the property will be extended to have three additional bedrooms and a larger communal kitchen. The refurbishment will also transform the garage of the property into a multi-purpose workspace. This workspace will be used to deliver training courses and key work sessions for customers. LandAid have also offered to provide pro bono support throughout the service's renovation, which will begin next spring.

In addition, during coronavirus, the LandAid Covid-19 Emergency Fund was established to provide necessities and enhanced support to young people at this turbulent time. This resulted in an additional £10,000 being donated to support young people in our services. This funding has enabled us to provide food and other essential items for customers, as well as vital Personal Protective Equipment for staff supporting young people. It also funded wifi access and new laptops for young customers in our Tower Hamlets services, ensuring they could continue with college work and stay connected with family and friends over lockdown.

This support has been and will continue to be life-changing for the vulnerable young people we support and will make a real difference to their daily lives, both now and in the future."

learning disabilities

WE currently provide **20 specialist learning disabilities and autism services** across **eight local authorities**.

Transition has been a key theme of our work around learning disabilities over the last year. Whether it's been supporting people to move to new more suitable accommodation that meets their needs, or bringing new specialist learning disabilities providers into the Look Ahead family, these have been important transitions for both those we care for and those who care.

We've also been helping our customers with learning disabilities adapt to and navigate to change. At no time has this been more evident or more necessary than during the Covid-19 pandemic, with social connection, compassion and care becoming even more important for these customers at a time of uncertainty and great change.

COLIN WINTER HOUSE, TOWER HAMLETS SUPPORTING CUSTOMERS THROUGH TRANSITION

“we were all determined to help our customers move into a service and environment that better supported their needs”



DONALD WHO LIVES AT COLIN WINTER HOUSE



RUBEYA, CONTRACT MANAGER

RUBEYA, Contract Manager highlights the importance of fully involving customers during change.

“I used to work as a Team Leader at Look Ahead’s Old Ford Road service, a learning disability service in Tower Hamlets. We supported a range of needs at this service but three customers in particular had increasing mobility issues and it was becoming apparent that the service environment was no longer meeting their needs.

They were having trouble navigating the corridor, the steps were hard to climb, and they needed assistive bathroom set-ups. We were all determined to help them move into a service that better supported their needs.

At first, the customers were apprehensive about moving. They had lived together at Old Ford Road together for over 30 years and the thought of living separately caused them understandable anxiety. Having spent the majority of their lives in the same part of East London, they wanted to stay using the same day centre, churches, and shops that were familiar to them.

Together with commissioners and the local Community Learning Disability Service, we all agreed we needed to find a more appropriate setting for them. And we did at Colin Winter House – a shared environment with three rooms, plenty of space for their mobility issues and a mere 15 minute walk from their previous home.

Renovations were made to ensure the new environment met their needs and we liaised with their occupational therapists, physiotherapists and social workers to make sure all the appropriate measures were in place.

Both before and after the renovation, the customers went to visit what would become their new home. They were able to choose their own rooms and select the colours and decoration of their choice.

Each customer, including their families and friends, were involved at every step of the way to make sure that they felt fully involved with the changes and decisions they were making. When we shared the news that they could stay together, in the same area, with the same support staff, they were both relieved and excited to make the move.

The customers have now been happily living at Colin Winter House for a year. Customers were able to retain their former support staff and this consistency really helped them settle in with ease. Since moving to the new setting, we’ve seen a big decrease in the number of falls and incidents; it’s clear that the new physical environment has made a real difference.

Our residents are very proud of their new homes and have even been socialising and sharing meals with other residents in the building. It’s been a great transition for all involved.”

LEARNING DISABILITIES SERVICES, KENT SUPPORTING MORE PEOPLE THROUGH SPECIALIST SERVICES

ALEX, Executive Director of Care outlines how we are continuing to grow our learning disabilities services outside of London.

“Over 2019/20 we continued to grow Look Ahead’s learning disabilities services through a new exciting acquisition.

In autumn 2019, we acquired the small specialist learning disabilities provider, Proactive Development. Operating in Kent, they have four residential care homes and nine supported living properties in the Folkestone area. They support 40 individuals with a range of learning disabilities and employ 135 people.

This acquisition has complemented our organic growth in the sector, enabling us to offer support to more people with learning disabilities and complex needs across London and the South East.

The acquisition of Proactive Development represented a clear fit for Look Ahead in terms of geography, client group, service ethos and crucially, values, and has enabled us to deliver real continuity of care and stability for residents, their carers and families.

We have been pleased to welcome Proactive Development staff and customers to the Look Ahead family and are excited about what we can achieve together in the future.”



ALEX, EXECUTIVE DIRECTOR OF CARE

“the acquisition has... enabled us to deliver real continuity of care for residents, their carers and families”



covid-19

OAKVIEW LEARNING DISABILITIES SERVICE, HERTFORDSHIRE MAINTAINING SOCIAL CONNECTIONS AT A SOCIAL DISTANCE

GIUSEPPE, Contract Manager at Oakview, shares how his staff team supported their customers to adapt to the Covid-19 lockdown restrictions, whilst avoiding social isolation.

“Oakview is a supported living service in Hertfordshire; it provides 24/7 support for ten customers with mild to moderate learning disabilities.

Our customers have a variety of support needs, some with high level autism and limited capacity, and we knew that lockdown restrictions and social distancing would create a lot of uncertainty and anxiety. So we knew we had to get creative!

We turned social distancing measures into a game, encouraging customers to stay two metres apart and wearing face coverings when out and about. We even helped customers to make their own.

Many of our customers’ regular activities were cancelled, so we had to improvise and bring a range of things in-house. We created a holistic ‘activity village’ in the service with activities for customers to engage with. We offered sports and exercise activities everyday in our gardens, as well as music sessions and movie viewings.

One of our customers, who is also a DJ, even brought out his equipment and put on weekly ‘distanced discos’ in the service - who would have thought social distancing could be so fun!

It was also important we helped our residents stay socially connected despite restrictions, whether this be with family members, friends or professionals in their circle of support. We did this by helping customers keep in touch digitally with those who would normally visit them in person every week.

We spent time coaching customers how to use platforms such as WhatsApp and Skype for video calls. One customer in particular, who is 61, was initially reluctant to take part but after a couple of sessions training him on a laptop, we supported him to get in touch with a relative in the Middle East, which he really enjoyed. Now that he’s more comfortable using technology, he also stays in more regular contact with other family members, which has been great to see.

It has been really rewarding to see our staff bring their skills and creativity to work with our customers in such new and innovative ways. Because staff have continually adapted to the changing circumstances, they have been able to provide much needed consistency for our customers. This has definitely helped to reduce the anxiety the pandemic has brought. I like to think we have provided some much needed stability for the people in our care during a difficult and unprecedented time.”



**GIUSEPPE, CONTRACT
MANAGER**

**“it was
important
we helped
our residents
stay socially
connected
despite
restrictions”**



our people

LOOK AHEAD'S 1300 staff have continued to be the backbone of our organisation over the last year. Here's how we've continued to champion, celebrate, include and develop our people over the last twelve months, and how they have continued to inspire us everyday.

CELEBRATING OUR STAFF

Our 2020 Staff Celebration, held in February, attracted almost 500 staff from across the organisation and was a day of celebration, awards and entertainment. Featuring music from our partners, The Choir with No Name London, performance poetry from Look Ahead customer, Kevin and an inspirational speech from external speaker, Josh Connolly on his experiences of mental health, substance misuse and trauma, the event was as varied as it was action-packed. Rounded off with our 2020 Staff Awards, it really was a day to remember and we hope went some way to showing our staff just how much we (and our customers) appreciate them.

Our quarterly staff recognition awards and annual Women in Leadership and Rising Star awards have also continued to ensure we recognise both those who have committed to building their career at Look Ahead, as well as those newer colleagues showing real promise and potential.



ANGUS, TEAM LEADER OF THE YEAR



**JOSH
CONNOLLY**

AWARD WINNING EMPLOYEES

Rubeya, Contract Manager was awarded the Care Home Worker of the Year Award at the 2019 Great British Care Awards, for his work across our learning disability services.

Claudete, who manages three Look Ahead services in outer London and has been with Look Ahead for over a decade, won our 2019/20 Women in Leadership Award, designed to support female talent within the organisation. She is due to complete her Health and Wellbeing Multi-Disciplinary Practice course at the prestigious Tavistock & Portman NHS Trust in December, having passed all her assignments with distinctions.

Michael, a Specialist Support Worker at an east London homelessness service, won the 'Inspirational Colleague of the Year' award at the Chartered Institute of Housing's 2020 Housing Heroes Awards. Here is his story.



ABOVE AND BELOW: LOOK AHEAD PEOPLE



**CLAUDETE
AND
RUBEYA**



MICHAEL'S STORY

"I started at Look Ahead three years ago. One thing that I was looking for was a role in an organisation that aligned with my desire to unconditionally help people – the job at Look Ahead matched that description. I now work in a service in Tower Hamlets as a substance misuse specialist and also deliver training on drug and alcohol addiction across the organisation.

In my personal life, I have previously struggled with my own issues of substance misuse, which led to me getting involved in crime and spending time in prison. I've never experienced a workplace like this where my lived experience would be seen as a positive thing and not a strike against me. I feel affirmed for who I am and fully accepted, despite my past.

During my time here, I've worked on developing staff training focusing on drug and alcohol misuse and how to support customers with these challenges. I am able to use both my education and my own personal story as my expertise. It started at my local service but is now offered to others across the organisation, and even online, through our Experts by Experience training programme.

I'm passionate about helping customers as well as my fellow colleagues to better understand the issues around substance misuse from the perspective of someone who has been there themselves.

My team and even senior management have recognised the work that I do, nominating me for the Housing Heroes Award - I was so pleased to win 'Inspirational Colleague of the Year'.

Look Ahead has also invested in my professional development – I'm about to begin my Masters in Addiction Psychology. I think this level of recognition and investment in staff is really unique."

"I feel affirmed for who I am and fully accepted, despite my past"



MICHAEL, 2020 HOUSING HEROES WINNER



MICHAEL WITH HIS COLLEAGUES

SUPPORTING PEOPLE TO FEEL AT HOME

This year we launched our 'Feel at Home' campaign. It's all about helping our staff to feel at home at Look Ahead – whether that is in a local service or central service team. It's about staff feeling like they are part of something, that it's more than just a job, that we are all here to make a difference and that when staff feel at home with the organisation, our people can really start to reach their full potential.



As part of this, we've had a renewed focus on Diversity and Inclusion (D&I) across the organisation. We launched a D&I strategy, introduced mandatory D&I training for all staff and board members, developed a new gender diversity policy and trans training with LGBTQ+ staff and customers and set up new staff diversity networks covering race, gender and sexuality and disabilities. For the second year, we've also led the supported housing sector in publishing Black Asian and Minority Ethnic (BAME) pay gap data as well as gender pay gap information.

In 2019, the median pay gap between our white and BAME populations remained static at 3.2%, compared to 3.4% in 2018 (compared to a median gap of 10% according to the Bank of England's research). According to the Bank of England's research in 2019, BAME averages sit at 10%. Our commitment to inclusion is also reflected in how we recruit and develop staff; 52% of our managers are BAME.

We've also focused more on the mental health and wellbeing of our staff over the last year, through access to more 121 and group counselling and reflective practice, providing new staff mental health and resilience training and training staff across the organisation as mental health first aiders, so we can better recognise and respond to signs of mental ill health in our workplaces.

SUPPORTING STAFF TO SUCCEED

Our Move Forward programme is all about equipping staff with the skills and tools they need so they can be the best they can be and deliver the best services possible to our customers.

Over the last year, as part of this, we have launched new career pathways, highlighting key routes to progression and professional development opportunities for staff regardless of the role they do or where they work.

We have also introduced a number of new working systems so staff can spend more time with rather than away from customers, brought in more remote working technology so staff can be more agile and developed new specialist training, both online and offline, to broaden staff's skills and expertise.



Move Forward
TOWARDS OUR FUTURE

covid-19

LOOK AHEAD STAFF PROVE THEMSELVES TRUE SOCIAL CARE HEROES

Look Ahead staff have gone to extraordinary efforts to support our customers during the pandemic. At a time of great uncertainty and anxiety, our staff went above and beyond to continue to provide quality care and support to our customers. For many customers, our staff were their only source of support and their only contacts during the lockdown period.

In spring, we launched our Social Care Heroes campaign to recognise these efforts of our staff and celebrate the positive stories emerging from our services, despite the undeniable challenges they faced.

We saw socially distanced socials at services, new ways to exercise at home, cook-offs and even customers participating in TikTok challenges. We heard great stories of staff supporting customers stuck abroad, helping customers to keep them in touch with family, friends and professionals and some great ideas for coping in lockdown. There were weekly prizes to encourage some friendly competition, and Social Care Heroes posters were proudly displayed on our services' windows as a badge of honour for our teams.

Our central service staff also played a valuable role – many volunteering to work in operational services to lend extra support and also quickly establishing new response teams to coordinate food donations, PPE supplies and fundraising donations.

The campaign came to a close with the announcement of the winners of our Social Care Heroes Staff Awards. We received almost 100 nominations and winners were announced by our Senior Leadership Team via video message. The kindness and creativity shown throughout our Social Care Heroes campaign was inspiring, and truly reflective of the incredible efforts of our staff through challenging times.

SOCIAL CARE
HEROES
#SocialCareHeroes



our customers

OUR customers have continued to be at the centre of everything we have done over the last twelve months. From training our staff to inspecting our services, volunteering to work experience and even paid employment opportunities, our Customer Experience Programme has continued to bring many benefits – not only for the people we support but crucially the quality of Look Ahead services.

Whilst Covid-19 undoubtedly brought challenges, we're proud of how our customers adapted, still taking a firm seat at our (albeit sometimes virtual) table.

CUSTOMERS SUPPORTING CUSTOMERS

Our Peer Support Volunteer Programme, that we have delivered for a number of years, has continued to go from strength to strength. Peer Support Volunteers come to us from all walks of life, including many who have experience of using our own services. What they all have in common is some lived experience and insight into the challenges our customers may be facing.

Volunteers receive eight weeks of intensive training before being matched and placed in an appropriate care or support service. Placements last up to six months, with volunteers helping to support, motivate and inspire customers in our services. Volunteers gain training, work experience and probably most importantly self-confidence, with over half of last year's participants moving into further education or employment.



JOHN, WHO HAS LIVED EXPERIENCE, WAS A PEER SUPPORT VOLUNTEER BEFORE HE PROGRESSED ONTO PAID WORK WITH LOOK AHEAD. HE IS NOW A BANK SUPPORT WORKER, WORKING AT A HOMELESSNESS SERVICE IN EAST LONDON.

GENUINE CUSTOMER INVOLVEMENT AT EVERY LEVEL

We know customer scrutiny of our service quality and performance is crucial to ensuring our services continue to improve year on year. We now have a trained cohort of 16 customer quality checkers who undertake quality audits alongside staff as part of our Quality Assurance programme. The customer auditors assess service quality, interview staff and customers and ensure the customer viewpoint is central to the process.

We have introduced a new element to our feedback and complaints process where 100% of stage three complaint panels have trained customer representations sitting alongside board member representatives, playing an active role in decision-making and outcomes, and ensuring a fair process for all involved.

Look Ahead's Tenant and Landlord Panel launched in summer 2019 and meets quarterly. It gives customers with Look Ahead tenancies the opportunity to work alongside board members to scrutinise, assess and help to raise performance on the issues that matter to tenants. Members have been keen to understand and comment on performance issues and improvements in relation to repairs and maintenance, contractor customer service, grounds maintenance, service charges and the provision and maintenance of CCTV.

Recent meetings have been held using online virtual platforms, not only because of coronavirus restrictions but also to enable tenants living outside of London and those with other commitments the opportunity to participate. We are now planning to launch Look Ahead's new Care and Support Forum, which will focus on the quality of our support provision, in early 2021.



LOOK AHEAD STAFF AND CUSTOMERS

Our customers also played a crucial role in our 2020 Staff Celebration – judging and presenting awards and performing at the event. Our partnership with the Choir with No Name London has continued to benefit both our customers and also others with experiences of homelessness and marginalisation across London. Whilst Covid-19 may have currently put a stop to live performances, the choir is still supporting and engaging with members virtually, aware of the importance of this network to members.



CUSTOMERS PRESENTING AWARDS AT OUR 2020 STAFF CELEBRATION



KEVIN, LOOK AHEAD CUSTOMER WHO PERFORMED AT OUR 2020 STAFF CELEBRATION



ABOVE AND BELOW: MEMBERS OF THE CHOIR WITH NO NAME LONDON



“I will now be able to build a better rapport with customers. The trainer was brilliant! Please keep using experts!”

EBE TRAINING PARTICIPANT – ASPERGER’S SYNDROME WORKSHOP

EXPERTS BY EXPERIENCE TRAINING PROGRAMME – USING LIVED EXPERIENCE TO IMPROVE STAFF PRACTICE

Our Experts by Experience training programme provides an opportunity for those with lived experience to use their insight to train others on the challenges that many of our customers face. Our current trainer group consists of a mixture of both customers and Look Ahead staff members with lived experience.

Over the last year we have delivered training courses including domestic abuse, substance misuse, personality disorders, Asperger’s Syndrome, and LGBTQ+. Almost 200 Look Ahead staff members attended EBE training over the last year, with a 100% satisfaction rating and some great feedback from attendees.

During Covid-19, we have continued to deliver the training via virtual platforms and we are currently working with customers to develop and deliver new mental health sessions.

“for me, the personal storytelling is the best and most powerful bit. I find topics like this are really difficult to understand until you hear from someone who has had them directly”

EBE TRAINING PARTICIPANT – LGBTQ+ WORKSHOP



ELLY'S STORY



ELLY, EXPERTS BY EXPERIENCE TRAINER

ELLY is a former Look Ahead customer who received floating support in north west London for three years. She is now a member of our Experts by Experience (EBE) training team.

"I first got involved with helping to deliver the EBE Personality Disorder course, as a last-minute replacement for someone else, who couldn't make it. I was terrified at first but thought it would probably only be that once.

However, after delivering the training just one time, I noticed how beneficial it was for staff, to understand what their customers could be experiencing and how difficult it can be for them to manage this distress day to day.

I also thoroughly enjoyed sharing what I've experienced as someone with a personality disorder. I was pleasantly surprised at how staff wanted to ask questions and gain a better insight, in order to best support their customers with similar struggles.

EBE has really showed me the importance of sharing our experiences with others, especially those who don't know what it's like to live with a chronic illness or to go through a health crisis. It's so important to give others insight so they can better understand what it's like to live with conditions like this. I've also learned a lot from others sharing their experiences too; the sessions are always different, and I find that fascinating.

I've met lovely people through the training and for me personally, it has been a truly validating experience that has really boosted my confidence. I am now studying to become a therapist myself and co-delivering the EBE training has contributed to that decision. Staff I have worked with, as well as those who have attended the training, have all been so supportive; they have really encouraged me to believe in myself and go for it! I'm very grateful for the opportunity."

"it has been a truly validating experience that has really boosted my confidence. I am now studying to become a therapist myself"

our supporters

IN addition to the local authorities and health trusts who fund our vital work delivering services, this year we have also received unprecedented levels of support from organisations, companies, charities and local faith groups. This has made such a difference to our customers.

Here are some highlights:

- Look Ahead was one of six charities to benefit from the City of Westminster's Hidden Network campaign this year, which shone a light on dedicated professionals who impact the lives of those sleeping rough in Westminster through homelessness services such as ours. It also aimed to encourage public donations through their 'Chat App Tap' alternative giving campaign.



SEAMUS, LOOK AHEAD SERVICE MANAGER, ONE OF THE FACES OF WESTMINSTER'S HIDDEN NETWORK CAMPAIGN

- Through our involvement with the London Homeless Collective (LHC), we have been able to access funding to add value to Look Ahead services. We received almost £15,000 from the Mayor of London's Rough Sleeping Campaign, to spend on extra support and resources for people experiencing homelessness during periods of severe or extreme weather.
- Through the LHC, we were also awarded a grant of £10,000 from the Evening Standard Homelessness Fund to spend on additional domestic abuse training for our services, supporting more staff to better identify and respond to the early warning signs of domestic abuse across the people we support.
- Through the Tower Hamlets Community Fund, we have received funding for three years to pay towards a children's support worker, who works directly with children, from toddlers to teenagers, impacted by domestic abuse, now living within our east London refuge.



**LONDON
HOMELESS
COLLECTIVE**

**JO, DUAL DIAGNOSIS WORKER
IN WESTMINSTER**



**FUNDING FROM THE TOWER HAMLETS COMMUNITY FUND HAS HELPED
BENEFIT CHILDREN IN OUR SERVICES**



ONE OF OUR DOMESTIC ABUSE SERVICE STAFF TEAMS

covid-19

THE pandemic brought multiple challenges to our services and customers. Many customers with underlying or long-term health conditions were forced to shield or self-isolate, leaving them unable to get out and purchase food or other essential items.

In addition, Personal Protective Equipment (PPE) was also scarce in the first few weeks of the pandemic and services also needed to ensure their customers had access to appropriate IT and mobile devices to keep them connected, with everyone from external health and support professionals to family and friends during lockdown.

Over the next few months, we were overwhelmed by the support and generosity shown by local businesses, companies and charitable organisations across London and beyond who provided over £100,000 worth of in-kind donations.



**ABOVE: MR LEE'S NOODLES
RIGHT: HOT MEAL DONATIONS
FROM COAL OFFICE**



**ABOVE: FREE MEALS FROM NANDO'S
BELOW: PPE DONATIONS**



Here are some of the ways they helped.

- Our newly established Food Donations Team sourced and coordinated hundreds of food donations to our services, ensuring no customer went hungry.
 - Mr Lee's Noodles donated over one thousand noodle cups to our customers across London.
 - Crussh Fit Food & Juice Bars donated over 50 cases of drinks and snacks to homelessness services in south London.
 - Airline caterer Tourvest Retail Services donated hundreds of snack items to our customers in Slough.
 - Deliveroo arranged for 600 free Nando's meals to be delivered to our Southwark homelessness services.
 - Kings Cross restaurant Coal Office kindly dropped off free hot meals to our Islington mental health service whilst Brick Lane's Beigel Bake donated surplus bread, bagels and pastries.
 - Fareshare, The Felix Project, Crisis and Pecan Foodbank also continued to provide essential food donation and delivery services to our customers.
- Jewellery designer, Astrid & Miyu and MedSupplyDrive donated thousands of gloves, face masks and other PPE supplies to our services in Lambeth, Hackney and Camden whilst Herrco Cosmetics donated hand sanitisers.
- Community groups, local churches and faith groups all made valuable contributions.
- Members of the public donated over £2500 via our JustGiving campaign for food and essential items for customers in our services.
- Our domestic abuse services also received over £55,000 for emergency Covid-19 support from the Ministry for Housing, Communities and Local Government and the Ministry of Justice. This was used to fund additional support related to the pandemic including online counselling, PPE and technology devices including iPads to help keep families connected during lockdown.
- LandAid provided IT and equipment across our young people's services, enabling them to keep up to date with their studies.



ABOVE: SNACKS FROM CRUSSH
BELOW: TOYS FOR CHILDREN IN OUR SERVICES



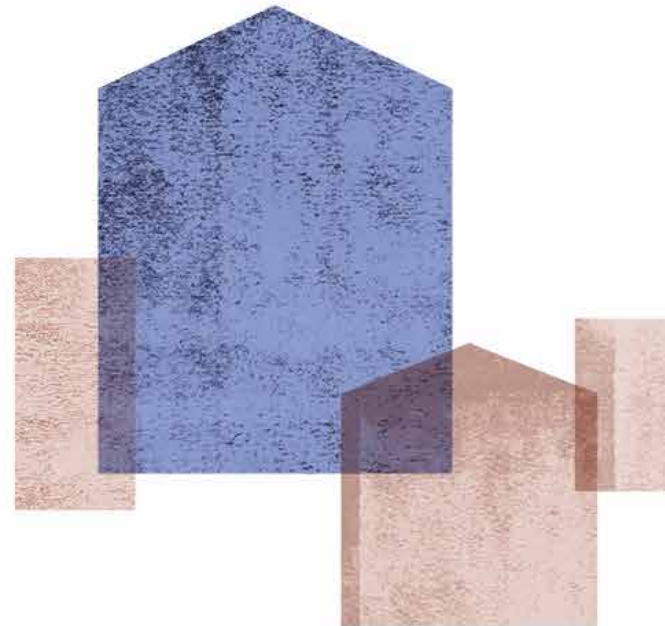
FOOD DONATIONS FOR OUR SERVICES



THANK YOU to everyone that has supported us over the last twelve months, including:

Accumulate
Asda
Astrid & Miyu
Aunt Bessie's
Beigel Bake
Better Bankside
Chapmanbdsp
City Harvest
Coal Yard Restaurant
Co-op
Crisis
Croydon CVA
Croydon Mosque
Cruush
Deliveroo
Doughty Street Foodbank
Employee Volunteering
Evening Standard Homelessness
Fund (through London Community
Foundation)
Fareshare
Felix Project
Fourth Wave
Greater London Authority
Herrco Cosmetics
JAGS Foundation
LandAid

Langar Aid House
Leonard Cheshire
London Homelessness Collective
Lush
Maidenhead Aquatics
Mayor of London's Rough Sleeping
Campaign
MedSupplyDrive
Ministry Housing, Communities and
Local Government (MHCLG)
Ministry of Justice (MoJ)
Morgan Sindall Construction
Muslim Youth Organisation
Nandos
NCL Technology Ventures
North Bank Business Improvement
District Bid
Mr Lee's Noodles
Paragon Building Consultancy Limited
Pathway
Pecan Food Bank
Plan Zheros
Pret a Manger
Saint Matthew's Parish Croydon
SEGRO
St George's Waddon
Tourvest Retail Services
Tower Hamlets Community Fund
United St Saviour's Charity
Westminster Hidden Network
Yum Yum



Look Ahead 2019/20

our governance

SENIOR LEADERSHIP TEAM

CHRIS HAMPSON

Chief Executive

JULIE BLAIR

Executive Director of Corporate Services

GUY ROBINSON

Executive Director of Housing and Support

ALEX SEERY

Executive Director of Care

IRMANI SMALLWOOD

Executive Director of Business Development and Innovation

SAMANTHA STEWART

Executive Director of Finance

BOARD OF MANAGEMENT

JULIE JONES CBE

Chair

Trustee, Sir Simon Milton Foundation

GRAHAM BUCKLAND

Chair of Investment and Treasury Committee

Non-Executive Director, AIB Group UK PLC

TOM DACEY

Chair of Blythson Limited (Proactive Development) subsidiary

Non-Executive Director, MP Living

CHRIS DOBSON

Partner, EY LLP

PROFESSOR SEAN DUGGAN

Chair of Remuneration Committee

Chief Executive, Mental Health Network, NHS Confederation

ELLIE EDWARDS-SCOTT

Co-Founder, The Advisory Collective

JANE HIVES

Chair of Audit and Risk Committee

Volunteer Treasurer, The Pixel Fund

RICHARD JONES CBE

Chair of Shared Lives Plus, Trustee, Action on Hearing Loss, Chair of Syncora (part of the Calico Group)

Special Advisor LSE – Supporting Adult Social Care Innovation
Cohort Director, NHS Leadership Academy

SHARON SLOTNICK

Chair of Tenant and Landlord Panel
Magistrate

Independent Visitor, The Office of the Public Guardian



INVESTORS IN PEOPLE™
We invest in people Silver

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