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# **tabard forensic service**



**An independent report of an integrated  
model of community forensic mental  
health provision.**



# tabard forensic service

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A Look Ahead service delivered in partnership with East London NHS Foundation Trust (ELFT) and the London Borough of Tower Hamlets.

Summary report of an independent evaluation by the Housing Associations' Charitable Trust (HACT).

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# forewords

## **I AM** pleased to introduce you to this independent report of Look Ahead's Tabard Forensic Service.

I would like to thank HACT for their work in producing this important report. For me, this report is not so much an endorsement of our specialist mental health provision, but an opportunity to reflect and disseminate information to the wider sector, in the hope that other similar services may be set-up to allow people living in secure settings to live more independently in the future.

Our key partners in this service, Tower Hamlets CCG, the London Borough of Tower Hamlets, East London NHS Foundation Trust, Metropolitan Police and wider community partners are all instrumental in its success. As the report suggests, our joint commitment to work in an integrated way has a positive outcome for a user group who all too often get stuck in the secure inpatient system, or are discharged to out-of-area placements away from their local connections.

I would also like to acknowledge the service team for their invaluable contribution to this report. They are truly passionate about what they do and the level of commitment they show to our customers in this service is exemplary.

I hope you find this report an informative and enjoyable read which captures the essential elements that make this service and local pathway a success for service users, the local health and social care economy and wider stakeholders.

### **Chris Hampson**

Chief Executive, Look Ahead

## **W**ELCOME to the publication of this important report on Tabard Forensic Service, which is timely given the current priorities in the forensic mental health field.

East London NHS Foundation Trust has worked in close partnership with Look Ahead since the inception of this service. In particular, clinicians from the forensic service have worked closely with staff from Tabard in developing smooth pathways for men who are transitioning from secure care and out-of-area placements into the local community.

These men have complex and challenging needs which the service responds to in a positive way. As a result they deliver a highly patient-focussed recovery-oriented service where risk assessment and management is robust and of



high quality. The service works actively with other stakeholders to ensure high quality care is provided. Working in this integrated way we see high levels of service user satisfaction and an improved community pathway to independence with specialist floating support.

New models of care in forensic mental health are allowing us to review patients' pathways into, through and out of secure mental health services. This report provides us with important data on what works and what 'good' looks like. It also crucially shows how integrated working between forensic mental health services and specialist housing providers can lead to a safe and secure transition of individuals back into the community where they can have a high quality of life with the support they require.

### **Paul Gilluley**

Interim Chief Medical Officer  
East London NHS Foundation Trust (ELFT)

## **I HOPE** you will find this report informative and that it will give you a greater understanding of a specialist service which links housing and mental health and supports male ex-offenders with mental health problems to safely resettle within our community.

The report will give you an insight into some of the complexities around local need prior to the commissioning and introduction of Tabard Forensic Service. Patients were often housed outside of the local community, with limited access to support networks, making recovery costly and fragmented.

I am delighted to see that the report points out significant achievements since Tower Hamlets Council and East London NHS Foundation Trust commissioned Look Ahead to deliver Tabard Forensic Service in 2014.

I am particularly pleased that this report also highlights the importance of partnerships between London Borough of Tower Hamlets and organisations including the Tower Hamlets CCG, East London NHS Foundation Trust, Look Ahead, Metropolitan Police and Ministry of Justice. These alliances are vital to patient wellbeing and recovery and aim to put Tower Hamlets at the forefront of mental health care provision nationally.

### **Cllr Denise Jones**

Chair of Tower Hamlets Health and Wellbeing Board and Cabinet member for Health and Adults Services.



# the need to redesign the community forensic pathway

“The pathway works more efficiently because the service is here in the Borough and we don’t have to rely on out-of-area placements. Everything is right here on the doorstep.”

**Senior Clinician, ELFT**

## About Tabard Forensic Service

Situated in Tower Hamlets, Tabard Forensic Service is an accommodation-based service for 19 male residents aged 18-74 who are affected by mental health needs and have a significant offending history. It is a service designed to support people to move towards greater independence as part of their recovery and eventually to move on to their own housing.

## The NHS need

NHS England aim to reduce pressure on the acute sector and inpatient beds through building the capacity of community-based services. The Five Year Forward View for Mental Health<sup>1</sup> argues for easier access to supported housing for people with mental health problems, including ‘step-down’ from secure care. It estimates improved community forensic mental health services can reduce stays in secure inpatient care by around 240 days<sup>2</sup>, as well as preventing admission and re-admission.

**Look Ahead shares NHS England's principles of co-production, multi-agency partnership working, early intervention, person-centred care and outcomes-focused services. These are embedded in all Look Ahead services, including this service.**

## The local need

Many people with forensic histories found themselves stuck within the mental health pathway, as there was no specialist local accommodation able to manage their complex needs and high levels of risk. A significant number of people were housed in out-of-the-area placements, limiting their access to support networks and placing a strain on local budgets.

In response, the London Borough of Tower Hamlets (in partnership with Tower Hamlets CCG) decided to commission a forensic mental health supported accommodation scheme in-area. Look Ahead was awarded the contract in April 2013 and worked as part of a multi-agency steering group to agree the final service specification and partnership working arrangements. Look Ahead involved ELFT clinicians, commissioners and other stakeholders in the re-design and refurbishment of the building to ensure the creation of a high quality, safe and psychologically informed environment. A critical component of the set-up of the service was the engagement with the local community and local political stakeholders. The service only got off the ground because of the collaboration of all partners from inception of the idea.

## The Housing Association offer

Specialist housing associations, such as Look Ahead, provide much more than bricks and mortar to support residents with ill health or disabilities to live fulfilling independent lives. Floating support services (supporting people living in all types of independent accommodation) and specialist supported accommodation focus on:

- **Life skills development (for example, budgeting, tenancy management)**
- **Accessing local services (including education, training and employment)**
- **Health support (including health and wellbeing, accessing primary care and specialist services and managing medication)**
- **Addressing particular needs that create barriers (such as mental health, substance misuse and offending)**

We know that supported housing providers can deliver vital components of the care pathway through the delivery of truly integrated community-based services focusing on prevention. This approach supports the reduction in bed days and delayed discharges as well as the need for out-of-area placements. The offer from supported housing providers includes expertise in developing sites and buildings, understanding planning issues and experience in overcoming potential barriers. For example, engaging local communities to ensure a smoother planning process. They offer access to different types of accommodation, ranging from short-term crisis prevention, to a mix of medium and longer-term solutions to meet a wide spectrum of needs. Additionally, they provide a well-trained flexible workforce and experience of delivering services that are integrated within local communities.

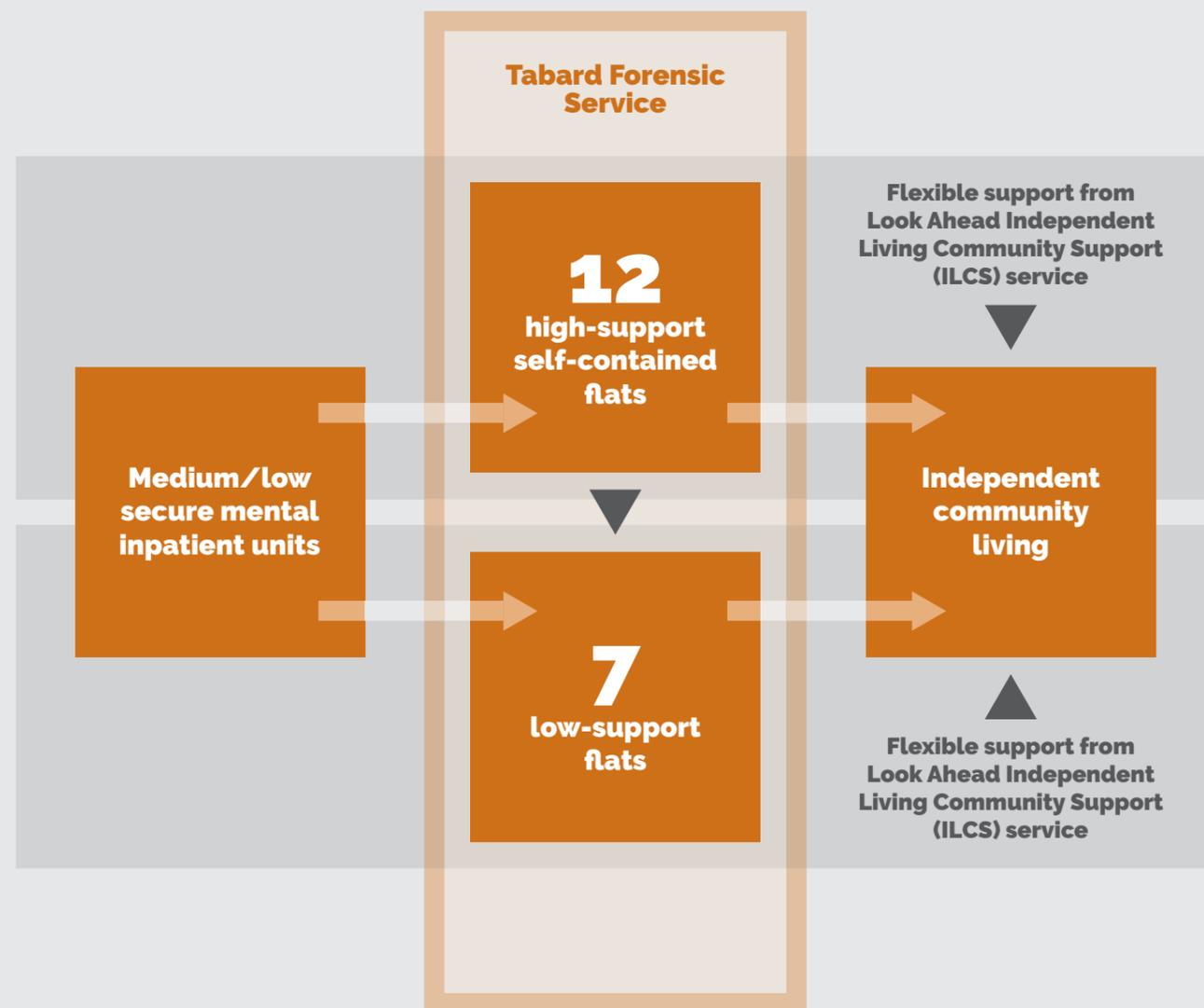


<sup>1</sup> Farmer P and Dyer J (2016) Five Year Forward View for Mental Health. NHS England: London. [www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final](http://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final)

<sup>2</sup> NHS England (2017) Five Year Forward View for Mental Health: One year on - <https://www.england.nhs.uk/wpcontent/uploads/2017/03/fyfv-mh-one-year-on.pdf>

# about tabard forensic service

## Part of Tower Hamlets forensic mental health pathway



Tabard Forensic Service provides vital components in the London Borough of Tower Hamlets' (LBTH) wider forensic pathway, supporting service-users with complex histories and high levels of risk to step-down from secure mental health inpatient services to live in the community.

Opened in April 2014, the service is delivered by Look Ahead and provides intensive accommodation-based support to 19 men aged 18-74, with serious and enduring mental health needs and offending histories.

Look Ahead invested £500,000 to refurbish and adapt its existing building to the service specification, co-designed with ELFT clinicians and the commissioner to create a psychologically informed environment. There are 19 self-contained flats. As part of their transition from more institutionalised forms of care, residents are supported to gradually increase their levels of choice and control over their day-to-day lives in a safe environment. This approach supports recovery, building confidence and self-esteem, and ultimately progressing towards independence. The property also has staff offices and rooms for residents to meet with care professionals, a communal kitchen and activity space, security features including CCTV and screened walkways and a landscaped garden.

This building design encourages interaction and socialising, including with staff, to strengthen therapeutic relationships. Residents are supported in their adjustment to living in the community through a co-ordinated and flexible approach to providing one-to-one and group interventions that address the whole person and not just their diagnosis or history. Residents are encouraged to feel safe and welcome in their new surroundings by focusing on personalising their living environment. This helps to support their wellbeing and preparation for independence.

There is an internal pathway within the service, with 12 high-support flats with a shared entrance and seven low-support flats with their own front doors onto the street. This physical and psychological distinction between the high support and the lower step-down support allows residents to safely progress in their recovery, before moving to independent accommodation in the community.

Tabard Forensic Service offers a comprehensive medication management service, where residents are supported to comply with medication and incrementally progress towards self-management.

Look Ahead's co-produced person-centred approach enables residents to shape their support, improve their engagement and prepare for independence. At the same time, Look Ahead's psychologically-informed risk management model, See Think Act, ensures well-trained staff identify and respond to emerging risks at an early stage.

Staff undergo a bespoke training package and receive clinical supervision from ELFT clinicians to manage the unique challenges and risks that come with supporting residents with severe and enduring mental health needs and forensic histories.

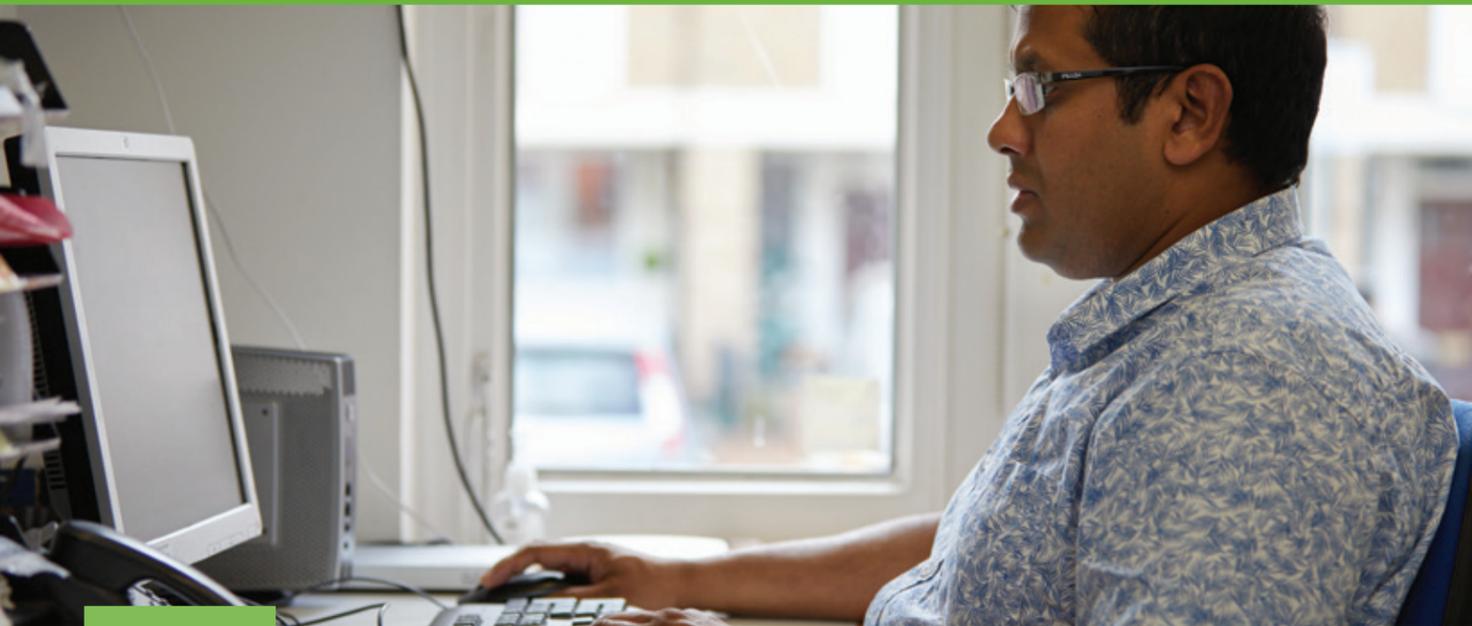
# how does it work?

**“Here they seem to be monitoring you so that you get released. In residential they monitor you so that they can keep you there forever.”**

**Resident**

**“The support is what you need. They work with each other and other professionals as a team to make sure it’s right. They listen, they know me.”**

**Resident**



## Support

For residents entering the service, the integrated approach delivered by Look Ahead and ELFT results in a resident journey that supports individuals to prepare for their independence in a safe and personalised way. HACT's independent evaluation identified a number of key factors that are critical to successful outcomes for residents:

### 1. Phased Transition

This is a crucial part of each resident's journey and one that can be stressful for them. Look Ahead's team work in a personalised way to engage with each resident based on a full understanding of their needs, preferences and risks. Look Ahead work closely with the clinical team to ensure there is shared understanding of residents' presentation and risks. Residents are supported to gradually move into Tabard service over a period of time determined by each customer's response to this transition. Staff focus on making residents feel safe and welcome by gradually introducing people to the service (the physical environment, the team and other residents) and the local community. They slowly re-establish personal relationships in a safe way with openness and honesty about any legal restrictions that may be relevant. They are open about the consequences of breaching these; it is clearly explained how the team works with clinicians and other partners to deliver a safe and supportive service for everyone.

### 2. Psychologically Informed Integrated Support

The strong partnership between Look Ahead and ELFT clinicians means that from the point of referral residents' support is both coordinated and clinically informed. Look Ahead staff benefit from ELFT's clinical supervision which supports consistency of approach and practice in meeting individual's needs and managing behaviours that challenge. Clinical supervision is usually delivered by a consultant psychiatrist, and on a case-by-case basis can include psychologist input to support the team to implement particular interventions or approaches to manage challenging behaviour. For example, the concepts of Protected Time (daily dedicated time with a member of staff working towards an agreed outcome) and Systematic Desensitisation (a behavioural technique commonly used to treat fear, anxiety disorders and phobias) have been introduced to the team to help manage particular individuals' behaviours. Following successful outcomes from such approaches these practices have helped inform practice with other residents and situations. Staff feel that this supports their wellbeing at work as opportunities to reflect are crucial to enhancing team understanding and practice as well as managing stress.

### 3. Physical Health and Wellbeing

Many residents struggle with physical health issues due to a complex mix of history and lifestyle. This is a key part of the support that is delivered to each person through their individual support plan, and through a comprehensive co-produced wellbeing programme of activities focusing on opportunities in the local community. The service produces a regular newsletter that is very much co-produced with residents.

# how does it work?

## 4. Substance misuse support

As part of a comprehensive package of support involving clinicians and local partners, the service offers on-site drug and alcohol screening to support resident compliance with Ministry of Justice restrictions. Results from testing are discussed with individual residents and shared with clinicians, resulting in changes to the individual's support plan. This practice acts as an early warning sign to residents and staff that difficulties may be arising. It helps to prevent crisis, hospital recall and re-offending related to prolonged and/or unsafe levels of substance misuse.

## 5. Step-down within the service

This is a central element of the model which recognises a resident's strengths and progress towards individual recovery. It provides an opportunity for people to assume greater levels of independence and responsibility within a safe and supportive environment. Residents who step-down are able to practice their daily living skills and focus on building their networks in the community while at the same time receiving regular support from their keyworker, clinicians and the wider service. For residents this helps to improve their confidence whilst increasing the likelihood of successful move-on.

## 6. Move-on

Due to the nature of the people moving into Tabard, move-on is handled very carefully and slowly at each resident's pace and in close collaboration with all partner agencies. Using a strengths and recovery-based approach, the focus on move-on increases as the placement progresses and is built into CPA and support planning. Look Ahead's Tower Hamlets Independent Living Community Service (ILCS) provides a specialist floating support service for Tower Hamlets residents with severe and enduring mental health issues. The service engages with residents early on in the move-on process, helping to reduce stress in what can be a traumatic and de-stabilising time.

## Risk management

The service's approach to risk management consists of a number of key elements, namely, co-production, partnership working and positive risk-taking and is underpinned by Look Ahead's approach to relational security, See Think Act.

Look Ahead staff work collaboratively with residents and clinicians to build a shared understanding of each person's risk profile and develop meaningful plans and strategies. Staff work with residents to promote insight and understanding of their risk factors and how they may trigger distressing or disturbing thoughts and behaviours. When approaching new situations with residents, Look Ahead employs positive risk-taking strategies to mitigate risk and promote personal responsibility for the person's own safety and the safety of others.

Partnership working with statutory agencies, including police, is critical to delivering a safe service, preventing incidents and maintaining appropriate boundaries. This service has developed an excellent relationship with local police, who regularly visit the service on an informal drop-in basis to meet staff and residents. They also, when needed more formally, offer advice and guidance on particular issues and meet with individuals who may be at risk of re-offending.

The teams' practice and approach to safety and risk is informed by the organisation's relational security framework, adapted from NHS guidance of the same name and endorsed by the Royal College of Psychiatrists, Quality Network for Forensic Mental Health Services. This framework promotes a whole team approach to understanding and managing safety and risk within a service. It encourages staff to notice small changes in behaviour, appearance, interactions and dynamics, think about what these may mean and plan appropriate responses to mitigate potential risk and safety factors.



## Quality

A significant aspect of the continued success of Tabard Court is maintaining the quality of the service provided. This is ensured by a rigorous system of quality assurance. Look Ahead manages quality by assessing all aspects of the service against five categories of quality, informed by the Care Quality Commission Key Lines of Enquiry (KLOE): Safe, Effective, Caring, Responsive, Well-led. The Quality Assurance Group undertakes visits, assesses strengths and identifies areas for improvement. Customers are part of the group and it reports to the Board quarterly.

This rigorous approach to quality assurance is vital to the success of Tabard Court. It ensures that there is always an understanding of what is working well, and areas of focus for improvement. Moreover, it sets concrete standards against which performance can be measured. Having set understandings of what 'good' and 'outstanding' care looks like enables staff to develop plans towards achieving these outcomes.

# how does it work?



## Partnership

Tabard Forensic Service has partnership embedded at all levels. Strategically, following a shared analysis of local need, the service was commissioned by LBTH and Tower Hamlets CCG to play a vital role within the community pathway for Tower Hamlets residents who are treated within the forensic mental health system. This innovative, joined-up approach puts Tower Hamlets at the forefront of realising NHS England's objective to "address existing fragmented pathways in secure care... and trial new co-commissioning funding and service models."<sup>3</sup>

Look Ahead and ELFT pooled their complementary expertise to co-design the service model from the outset. Look Ahead staff now integrate seamlessly with care teams around the resident and, as a result, all housing, care and support interventions are clinically informed, based on shared understanding of the strengths, preferences, needs and risks of each resident. This results in a shared confidence on the part of clinicians and police that risk is consistently and robustly managed whilst treating residents with dignity, openness and respect.

**The service's establishment of close working relationships with the police, community safety and neighbourhood groups from the outset has been key to ensuring not only public safety but also wider confidence in the service.**

**"Tabard Forensic Service staff are good at communicating consistently with transparency and immediacy."  
Forensic social worker, ELFT**

**"The staff have been accessible in terms of residents, facilities and information ... they know who I am and make time to speak to me."  
Police officer**

**"It is good to have your own space that feels like your own home, I can close the door whenever I want but know there's help outside when I want it or need it."  
Resident**

**"Because staff are there 24/7 they act as our eyes and ears - providing accurate information that enables me to make informed decisions about risk and public safety."  
Police officer**

# what does it achieve?

**“Having a local integrated service helps us to keep in closer touch with a patient’s progress which helps to minimise risk.”**

**Clinician, ELFT**

**“The service provides intense support in a less restrictive environment than that offered by more traditional forms of care.”**

**Forensic social worker**



## For individuals

The HACT evaluation highlighted five key outcome areas for residents that reflect the success of the service and the partnership with ELFT and other stakeholders.

### Meaningful activity

- At the time of the HACT evaluation 100% of residents (19) were receiving ongoing support to develop their community networks and establish and/or maintain positive safe relationships
- 63% of residents were engaged in structured community activity
- 37% had started a course
- 5% had a full-time job and 5% were volunteering

### Medication support

The medication management at the service facilitates all residents to progress through a structured programme towards self-administration. The programme involves three tiers of support, namely staff administration; prompting/supported self-administration and self-administration. Importantly this is done in close partnership with clinicians and support is flexible to account for fluctuations in need. At the time of the HACT evaluation:

- 37% of residents had become fully self-administering
- 16% are receiving only supervision support
- 37% receive medication administration support from staff
- 10% receive no medication support from staff as they receive depot medication

### Substance misuse

At the time of the HACT evaluation 58% of residents (11) were receiving support around their substance misuse and of these:

- 45% were actively involved in substance use reduction programs in the community
- 100% were supported to manage their substance misuse with random urine drug screening (UDS)
- 100% self reported lower substance misuse since moving into the community

### Move-on rates

At the time of the HACT evaluation:

- 31% of residents had moved to their own independent tenancy in the community
- 21% of residents had moved from high-support to low-support step-down flats

# what does it achieve?

## Peter's story

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**“Through demonstrating compliance with the transition and treatment plan Peter secured a conditional discharge to Tabard Forensic Service.”**  
**Tabard Forensic Service**

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Peter\* is a 46-year-old man, referred to Tabard Forensic Service in 2014 after several years in secure inpatient services and a number of unsuccessful placements in the community. He has a history of Paranoid Schizophrenia and substance misuse.

To ensure a smooth transition from inpatient care to the community, staff worked closely with Peter and his clinical team prior to discharge. This included staff visits to the hospital, day visits accompanied by staff to the Tabard Forensic Service, increasing to overnight stays as his confidence increased.

In this transition period staff worked hard to build Peter's trust. This included discussing and testing coping strategies around Peter's anxieties and expectations of the service. They began to slowly introduce and co-produce his support and risk management plans in the context of recognising his strengths and interests. Peter identified goals that were important to him as well as potential risk mitigation. Peter got to know his clinical team and what information would be shared and how risk would be managed.

### His achievements

**Mental health:** The team explored Peter's paranoia through frequent informal conversations and discussion at clinical supervision sessions. Through developing a shared understanding of his presentation, staff were empowered to support Peter to recognise the difference between reality and his paranoid ideation, which sometimes had a negative impact on his interactions with others.

**Positive coping strategies:** Approximately nine months into his placement Peter experienced a number of coinciding stressful life events and tested positive for cocaine. Staff increased support, providing two key work sessions per week to address practical needs, and initiated additional emotional support through daily 'protected time'.

Through facing these challenges and engaging with the support offered, Peter was equipped with skills and confidence to manage stressful situations in the future.

Over a period of months, Peter was also supported and motivated to increase his independence by self-managing his medication. This was a key milestone for his eventual move-on.

**Exploring interests and wellbeing:** Peter loved photography before he became unwell. Staff supported him to purchase new equipment, attend local photography clubs and plan small projects. Peter has now rekindled healthy relationships with old photography friends.

**Move-on:** Following review with Peter and the clinical team it was agreed to make plans to support Peter to move to an independent flat in the community. Staff liaised with the council housing department and Peter was introduced to the Look Ahead ILCS floating support service.

He is currently living successfully in his own accommodation in the community with a package of floating support.

# what does it achieve?

## For commissioners and wider stakeholders

Tabard Forensic Service reduces out-of-area placements and length of stay in secure mental health services. Of the first cohort of 19 residents:

- Ten had been in out-of-area placements following lengthy stays in secure inpatient services
- Seven had been in psychiatric/acute hospital
- Two had been in other supported housing services
- There have been no incidents of physical aggression towards staff
- There have been two incidents of physical aggression between residents

## Value for money

Tabard Forensic Service provides excellent value for money for people stepping down from secure mental health inpatient services.

Per unit, per week it is:

- £2,972 cheaper than the average cost of a medium-secure mental health inpatient service
- £2,412 cheaper than the average cost of a low-secure mental health inpatient service
- £377 cheaper than the average cost of a local authority residential care service<sup>4</sup>

For health and social care commissioners in Tower Hamlets, actual savings have been even greater. Tabard Forensic Service has contributed to reducing the use of Registered Care and hospital admissions and saved:

- £3,777 per week per service user in residential care placement costs - out of Borough (ten service users)
- £2,639 per service user per week in residential care costs - in Borough (seven service users)

Details of the first service-user cohort (19 people)\*:

Referral source	No	Benefit	Weekly cost saving	Total savings up to 31.3.16
Out of borough residential home	10	Return to local community	£3,777	£441,909
In borough residential	7	Increased independence	£2,639 (Forensic residential care)	£308,763
Other supported accommodation	2	Forensic needs better met	Cost neutral	

\* Actual local cost savings provided by commissioners.

<sup>4</sup> Figures for local authority residential care as well as voluntary and private sector residential care include building costs and overheads, based on the new-build and land requirements for homes for people with mental health issues, with capital costs annuitised over a sixty-year period.

# conclusions

Drawing together all of the information from the independent evaluation, there are seven key findings that HACT believe mark out Tabard Forensic Service as a success, and which should be key learnings for commissioners of Forensic Mental Health Services:

- Multi-stakeholder engagement and buy-in ahead of setting a service of this nature is key. Local Authorities, CCGs, local politicians and other stakeholders must all be committed to the need for a forensic service and willing to work with the local community to ensure its success.
- Multi-agency partnership working is critical to the successful design and implementation of local forensic mental health pathways. As recently recognised by NHS England, to ensure the local health and social care economy can meet local need and deliver efficiencies, these partnerships need to be community-facing and have supported housing providers at the centre.
- Successful integration of supported housing in the forensic mental health pathway requires a sophisticated approach to risk management and quality. Through its adaptation of the NHS-developed See Think Act guide to relational security, and mirroring the CQC five key areas of enquiry within its quality assessment framework, Tabard Forensic Service has assured local clinical and criminal justice partners that they satisfactorily address these key areas of delivery.
- Integration is more than just a concept. It includes detailed shared systems and processes governing information sharing and communication pathways, risk management and service user engagement between housing, clinical services and key stakeholders such as the police. Integration is fundamental to delivering a safe co-ordinated community pathway for forensic mental health services.
- Recovery focused services that treat people in a personalised way with co-production at the centre of their treatment and support is key to building trust and delivering successful outcomes.
- Having options for internal step-down within specialist accommodated-based support services in the community is useful. It assists recovery and successful move-on, recognises progress and empowers residents to exercise levels of choice and responsibility within a safe and therapeutic environment.
- Significantly, analysis of cost data demonstrates that one of the key successes of Tabard Forensic Service is its cost effectiveness; which was a key driver to its creation. The cost per bed at the service is lower than Local Authority or private sector residential care, which would be the alternative for many residents. Savings are even more substantial when compared to secure inpatient services, which historically has been the main option for people where suitable step-down alternatives are not available. This is important as it proves that, as well as being better for patient or resident experience and outcomes, the introduction of Tabard Forensic Service into the pathway is cost effective.

# about this report

Look Ahead commissioned HACT, the Housing Associations' Charitable Trust, to conduct an independent evaluation of Tabard Forensic Service. Published in Autumn 2017, the evaluation used an in-depth interview methodology and covered:

- **Outcomes for individuals and commissioners**
- **The service's position in the care pathway and the internal pathway**
- **Stakeholder engagement and partnership working**
- **The balance of risk management and rehabilitation**

The report was written by:

**Will Howard**  
**Will Jamieson**  
**Mary-Kathryn Rallings Adams**  
**Peter Molyneux**  
**Andrew van Doorn**

## About HACT

HACT is an innovation agency that provides futures-oriented solutions, projects and products for UK housing. HACT delivers thought leadership and drives new ideas for business transformation through our platform of research, impact measurement and data analytics, as well as through our engagement with other sectors and our work on connected technologies. We work alongside housing providers to drive change within their own businesses. HACT helps housing providers maintain and refine resilient and successful businesses by generating actionable evidence to inform the development of new, smarter, and more efficient ways of working. HACT Health is a collaboration that forges links between providers of social housing and healthcare services. We help housing and health providers to:

- **Identify current and future opportunities in the healthcare market**
- **Develop business cases for transformation and NHS investment**
- **Reach the right people in the NHS and housing**
- **Create new partnerships between Housing Associations and NHS providers**
- **Improve evidence and demonstrate value**

[www.hact.org.uk](http://www.hact.org.uk)

For more information about working with Look Ahead, please contact:

**Irmani Smallwood**, Director of Business Development and Innovation  
Tel: 0207 368 4887 • Email: [irmanismallwood@lookahead.org.uk](mailto:irmanismallwood@lookahead.org.uk)

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



# about look ahead

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**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.**

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

## **Who do we work with?**

With over 40 years in social care under our belt, we are experts through both practice and understanding. Today, we are proud to be the trusted partner of over 30 local authorities and health trusts, providing specialist support and care services for over 7,000 people every year with a wide range of needs, including:

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

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

**[www.lookahead.org.uk](http://www.lookahead.org.uk)**

