



FOR COMMISSIONERS · EDITION 2026

# Care packages & *pathways*

A West London specialist mental-health supported-living provider, with sixteen homes across four boroughs and a commissioning catchment that spans eight. Working in partnership with local authority and NHS commissioners to build the standard the sector needs.

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FOUNDED  
July 2022

FOOTPRINT  
16 homes · 8-borough  
catchment

OPERATING MODEL  
24/7 high support

ACCREDITATION  
Disability Confident

# Built to change a sector that *needed changing.*

## Why we exist

*“ Supported living too often defaults to safe rooms and warm meals. Service users deserve more, and so do the commissioners trying to place them well.*

— The founding brief of Diverse Services

Diverse Services was founded in 2022 to do something specific: raise the floor on what a supported-living placement should look like for adults with serious and enduring mental health needs.

Too many of the available options in West London were unchanged from a decade ago. Static support plans on paper, inconsistent staffing, poor links to clinical services, and properties that felt like institutions rather than homes. We started Diverse Services to deliver something better, and to demonstrate to commissioners that high-quality supported living is achievable at sustainable cost.

We focus on three commitments: purpose-built homes, a fully-digital service infrastructure, and a multidisciplinary in-house team, applied consistently across every placement we hold.

i

### Purpose-built homes

Every property is selected and fitted out specifically for supported living. Residential streets, residential buildings, fitted to a single quality standard.

ii

### Fully digital & online

Digital support planning, digital daily logs, secure online records. Real-time, auditable, and accessible to commissioners, not paper folders in a cupboard.

iii

### In-house clinical team

Psychology Lead, Assistant Psychologists, Nutritionist, and trained support workers, all under one management structure, not a patchwork of subcontractors.

A note for 2026

We have recently opened an 11-bed female service for women with complex emotional needs. Two further specialist services are opening in 2026: an all-male 24-hour high-supported service in Hillingdon, and our first forensic male service in Hammersmith & Fulham. Referral capacity available now.

# A founder with twelve years inside the system he set out to *improve*.

## The founder



**Sukhbir Singh**

OWNER · MANAGING DIRECTOR

Diverse Services was founded by Sukhbir Singh, who brings twelve years of experience managing both regulated and unregulated care services across West London, including learning disability, mental health, and substance misuse provision.

Sukhbir is of South Asian descent. Working in care across West London, he witnessed first-hand the lack of understanding of mental health within minority communities. The silence, the stigma, the slow referrals, the families navigating crisis without support. Diverse Services was created to address that gap: to support all vulnerable citizens, regardless of background, and to help reduce the stigma associated with mental illness.

That founding mission shapes how the organisation operates. We work hard to make our service genuinely accessible: culturally, linguistically, and clinically. We invest in staff training so that frontline teams understand the communities they serve. And we hold ourselves to a higher standard than the sector minimum, because the people who come into our services have often been let down by the standard minimum.

Sukhbir remains directly involved in the operational running of the service, takes referral and commissioner calls personally, and is reachable to placing authorities at any reasonable hour.

— *Commitment one*

### Reduce stigma

Particularly within minority and underserved communities, where mental health support has too often been late, fragmented, or culturally inappropriate.

— *Commitment two*

### Raise the standard

By demonstrating, in our properties, what consistent, well-staffed, therapeutically informed supported living should look like at scale.

— *Commitment three*

### Be a real partner

To commissioners and clinical teams. Responsive to referrals, transparent about outcomes, and honest when a placement isn't right for our service.

Our services

# Sixteen services today, three more *in 2026*.

— FUTURE SERVICES OPENING 2026

— Hillingdon · Opening 2026

### All-male 24hr high-supported

A dedicated male service offering 24-hour high-supported accommodation. Designed for adults with complex mental-health needs, dual diagnosis, or histories of placement breakdown.

— Hounslow · Opening 2026

### All-female 24hr high-supported

A dedicated female service offering 24-hour high-supported accommodation. A women-only environment of safety and stability for residents with complex needs.

— Hammersmith · Opening 2026

### All-male 24hr forensic service

Our first forensic step-down service for male service users. Designed for men progressing from secure mental-health settings into community living.

— CURRENT PROPERTIES BY BOROUGH CLUSTER

All-male  All-female  Mixed

## Hillingdon

3 PROPERTIES

Glenwood Villas Greatfields Goshawk Road

Greatfields specialises in young adults 18–25.

## Ealing

3 PROPERTIES

Dawn House Oak Grove Oak Tree House

## Hounslow

3 PROPERTIES

Aspen House Birchwood House  
Rosewood House

Rosewood House offers low-medium floating support.

## Hammersmith & Fulham

7 PROPERTIES · LARGEST CLUSTER

Cedar Ridge Daya House Foxglove  
Maple House The Old Oak House Willow House  
Wulfstan

The Old Oak House offers low-medium support. Wulfstan specialises in complex needs (challenging behaviour, co-occurring substance misuse).

### Portfolio at a glance:

5 all-male · 4 all-female · 6 mixed · 1 forthcoming.

# A graduated pathway, commissioned at every level of support.

## How we work

Our offer is structured as a four-step ladder, allowing commissioners to place a service user at the right level of support, and to step them up or down without disrupting their keyworker, their community, or their progress.

<p>— Step 01</p> <h3>High Support</h3> <p><i>24-hour awake staff</i></p> <p>Awake on-site support every shift, 24/7 on-call manager, full multidisciplinary input, structured therapeutic programme. For adults with serious mental illness, dual diagnosis, complex behaviours, or post-discharge stabilisation needs.</p>	<p>— Step 02</p> <h3>Medium Support</h3> <p><i>09:00 – 17:00 daytime</i></p> <p>A step-down placement for service users moving on from high support, where structured weekday support remains essential but overnight cover is no longer clinically indicated.</p>	<p>— Step 03</p> <h3>Low Support</h3> <p><i>Light-touch daytime</i></p> <p>Lower-intensity support for service users with established stability, working toward tenancy. Focused on independent living skills, welfare and benefits, and employment routes.</p>	<p>— Step 04</p> <h3>Floating Support</h3> <p><i>Independent living</i></p> <p>Outreach support to service users who have moved into independent tenancies. Maintains the keyworker relationship and prevents the cliff-edge of complete discharge.</p>
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— Single property standard

### What every Diverse Services home includes

Self-contained 1-bedroom flats — not bedrooms in a shared house. Every unit fitted to a single standard, purpose-built for supported living.

- Self-contained 1-bed flat  
With en-suite bathroom in every unit.
- Fully-equipped kitchen & double bed  
Furnished and ready on day one.
- Keyless entry, 24hr CCTV & free WIFI  
Digital security and connectivity throughout.
- Wheelchair accessible  
Short- and long-term placements offered.

— Referral catchment

### Eight London boroughs

- Hammersmith & Fulham
- Kensington & Chelsea
- Westminster
- Barnet
- Croydon
- Hillingdon
- Hounslow
- Ealing

# A completely digital service, built for the way commissioners *work now.*

## Digital-first

Our entire operational infrastructure is digital. Support planning, daily logs, incident reporting, medication records, rota management, and commissioner reporting. All secure, real-time, and online.

— *What this means for the service user*

### Plans that move with them

A service user's support plan is a living document, co-produced with them, reviewed monthly with their keyworker, and updated in real time. Their plan moves with them through the pathway. Their progress is visible. Their voice is preserved in the record.

- **Co-produced support plans**  
Built with the resident, not for them.

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- **Strengths-based formulation**  
Focused on abilities, interests, and aspirations, not just diagnoses.

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- **Goal-tracked progress**  
Each goal time-bound, measured, and reviewed.

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- **Resident voice preserved**  
Direct quotes, preferences, and consent decisions all on record.

— *What this means for the commissioner*

### Transparency on tap

Commissioners and care co-ordinators receive structured progress reports on a predictable cadence. We can also share incident summaries, attendance data, and outcome measures in formats that fit your reporting cycle, not ours.

- **Scheduled progress reports**  
Quarterly by default, monthly on request.

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- **Real-time incident reporting**  
Safeguarding and clinical incidents reported within agreed timeframes.

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- **Outcome measures**  
Stability, social connectedness, life skills, and pathway progress.

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- **Auditable record**  
Full digital audit trail for inspections, reviews, and case audits.

— *The Diverse Empowerment Project*

### Peer-led groups designed and facilitated by service users themselves

Alongside our structured therapeutic programme, our Diverse Empowerment Project gives service users the space to design and run their own group sessions, from practical skills like cooking and CV writing to recreational activities. It is one of the practical ways we live the strengths-based approach: voice, choice, and independence, built into the weekly programme.

# Clinical, operational, and community support, all under *one roof*.

## Multidisciplinary

Our in-house team is what makes the service offer work. Psychology, nutrition, operations, business development, and frontline support staff sit within a single management structure.

<p><b>Managing Director</b></p> <p>Sukhbir Singh founded Diverse Services in 2022 after twelve years managing regulated and unregulated care services across West London. Strategic accountability for the whole organisation, with direct involvement in commissioner relationships and service-user outcomes.</p>	<p><b>Psychology Lead</b></p> <p>Clinical psychology input across every property: risk formulation, support-plan oversight, and clinical supervision of the wider team. Brings psychological thinking into the day-to-day running of the service, not just as an occasional consultation.</p>	<p><b>Assistant Psychologists</b></p> <p>Working directly with service users alongside frontline staff, our Assistant Psychologists deliver structured psychological interventions, group sessions, and 1-to-1 support as part of the weekly therapeutic programme.</p>
<p><b>Operations Manager</b></p> <p>Operational leadership across staffing, training, compliance, rota cover, and incident management. Ensures the day-to-day machinery of the service runs smoothly so frontline teams can focus on residents.</p>	<p><b>Service Manager</b></p> <p>Day-to-day oversight of our property clusters: quality, supervision, and the keyworker structure on the ground. The senior point of contact for commissioners, care co-ordinators, and families on placement-related matters.</p>	<p><b>Housing &amp; Maintenance Manager</b></p> <p>Owns the property standard across all sixteen homes: repairs, environmental health, fire safety, and the digital and physical infrastructure that keeps the service running. Responds quickly when things need fixing.</p>
<p><b>Nutritionist</b></p> <p>An in-house nutritionist providing tailored dietary planning, nutrition education sessions, and weekly group cooking activities. Brings clinical attention to the link between diet, gut health, and mental wellbeing.</p>	<p><b>Business Development Senior Manager</b></p> <p>Commissioner relationships, referral coordination, and partnership development with local authorities, ICBs, and NHS Trusts. Ensures every referral receives a swift, thorough assessment response.</p>	<p><b>Activities Coordinator</b></p> <p>Designs and runs the weekly programme of therapeutic groups, outings, celebrations, and peer-led sessions including the Diverse Empowerment Project. Makes sure every week has structure, purpose, and moments worth showing up for.</p>
<p><b>Support Workers &amp; Keyworkers</b></p> <p>Trained frontline staff operating 24/7 across all properties. Each holds a small caseload of named residents as their keyworker, leading weekly sessions, monitoring progress, and acting as the consistent point of contact families know by name.</p>	<p><b>On-call Duty Manager</b></p> <p>A senior manager reachable around the clock for clinical, safeguarding, and operational escalation, every day of the year, including bank holidays. The safety net for residents, staff, and placing authorities alike.</p>	

All frontline staff complete mandatory training in safeguarding of vulnerable adults, health and safety, equality and diversity, Mental Capacity Act, mental health awareness, care planning, and best-practice care for vulnerable adults, with regular refresher training thereafter.

# What commissioners say they value when placing with *us*.

## Why us

### — Responsive to referrals

We respond to every referral within 24 hours of receipt and provide a written assessment outcome with clear reasoning. Our Business Development team handles initial enquiries directly, so commissioners are never waiting on a chain of handoffs.

### — Honest about fit

We say no to placements that aren't right for our service, because the alternative is worse for everyone. A placement that breaks down within weeks costs more in re-referral, harms the service user's confidence, and damages trust between provider and commissioner.

### — Short and long-term placements

Every property offers both short-stay and long-stay placements, with no minimum tenancy beyond what is clinically and operationally sensible. We price each placement transparently against the support level and review the package every quarter.

### — Flexible care packages

Designed to reduce cost to the placing authority without reducing quality. We step support up and down with the service user's progress, keeping the same keyworker and the same property where possible to preserve continuity.

### — Excellent value for money

Demonstrable on a per-week, per-outcome basis. We track stability, social connectedness, life skills, and pathway progress against the cost of the placement, and report transparently to placing authorities.

### — Successful track record

A history of stabilised placements, reduced relapse, and reduced re-offending across our four-borough cluster. We can share specific case examples (anonymised) with referring teams during the placement discussion.

### — Reduced A&E and inpatient escalation

Through 24-hour awake staffing, an on-call duty manager, and a multidisciplinary in-house team that de-escalates situations before they require hospital admission. Many of our residents have not been readmitted to inpatient services since placement.

### — Collaboration with statutory services

Working closely with Community Mental Health Teams, NHS Trusts, ICBs, and care co-ordinators. We attend CPA reviews, share digital records with consent, and join in clinical decision-making rather than waiting to be told.

### — Strong community relationships

Active engagement with neighbours, GPs, local police, and faith and community groups. Our properties are part of their streets, not separate from them, which makes a real difference to long-term integration.

### — Can-do team

Innovative, resourceful, and proactive about alleviating pressure on social workers and care co-ordinators. We solve problems within our scope rather than referring them back, which is part of why repeat commissioners come back to us.

### — ACCREDITATION, JANUARY 2026

## Disability Confident *Committed Employer*

We are proud to be a **Disability Confident Committed Employer**. We have pledged to make our recruitment process inclusive and accessible, to interview disabled candidates who meet minimum job criteria, to anticipate and provide reasonable adjustments, and to support staff who acquire a disability or long-term health condition to remain in work.





— BEGIN A CONVERSATION

# Refer, visit, or simply ask us a *question.*

The best way to understand what we do is to come and see it. We welcome commissioners, care co-ordinators, and clinical teams to visit our properties, meet the team, and discuss specific service users, before, during, or after a referral.

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WEB [diverseservices.co.uk](https://diverseservices.co.uk)

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REFERRALS [diverseservices.co.uk/make-a-referral](https://diverseservices.co.uk/make-a-referral)

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— STRAPLINE

*Making support accessible for all.*

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