



Aspire Community Benefit Society

Annual Plan 2016/17



Welcome

I am delighted to welcome you to the first Annual Plan for Aspire Community Benefit Society and would like to take this opportunity to thank all the staff and people we support who contributed to its development.

This is an exciting time following our 'spin out' from Leeds City Council when, on 1st August 2015, we became a staff-led, not-for-profit, social enterprise with charitable status. Publication of our Annual Plan provides an opportunity for us to look back over the last twelve months and reflect upon the achievements that have been made, not only by Aspire but also by the people who use our service, due to the fantastic support that our staff provide on a daily basis. The Annual Plan also enables us to set goals for the coming year so we can ensure we continually improve the service we provide.

Many thanks to everyone whose hard work and commitment enabled us to secure a smooth transition to Aspire for the people we continue to support and their family carers. We have achieved a great deal over the last year and I am personally looking forward to building on this success by putting the needs of the people we support at the heart of all the decisions we make.



Andy Rawnsley
Chief Executive



About Aspire



Aspire Community Benefit Society provides services to people with a learning disability who may also have a wide range of additional needs including physical disabilities, complex needs, sensory impairments and autistic spectrum disorders.

The organisation is led by a Board of Directors and our chair Sheila Dunham. The Board is made up of staff, people who use our service, non-executive directors, Leeds City Council elected members and trade union staff representatives (see page 18). Every permanent member of staff is eligible to become a shareholder of Aspire.

We are funded predominantly through a block contract with Leeds City Council to deliver public services on its behalf.

Our purpose is to enhance the quality of the lives of the people we support by promoting them to be as independent as possible whilst ensuring they are safeguarded from avoidable harm. We want people with a learning disability to make the most of their strengths and to take an active part in the communities in which they live.

John said:

“

I did Morris Dancing at the Cultural Awareness Day, sang songs and met up with friends.

”

Our Services

Aspire provides a range of support services to more than 900 adults with a learning disability and their family carers. The senior management team and administrative support team are based at our head office in Wortley. All other staff are based across the city in localities where they directly deliver services. Management of the service is divided into 3 geographical areas: East/North East, South/South East and West/North West.

We support people to have better lives through the provision of high-quality, person-centred, care and support services:

- Day Services
- Supported Living Services
- Respite and Crisis Services

The delivery of all our services is based on a thorough understanding of the needs and wishes of the people we support and their families. This understanding is gained from working in a person-centred way to develop individual support plans following an assessment of each person's needs and these are linked to risk assessments.

Picture:

Wanda and Carol taking part in one of the action songs at Aspire's South Summer Festival in Middleton Park



Day Services

Our day services support over 700 people to participate in healthy, safe and fulfilling daytime activities. Just over half of the people who use the service live at home.

People attend day services from one to five days per week depending upon their assessed needs. We deliver the services from 26 locations across Leeds, many of which are community buildings such as libraries, leisure centres and social hubs. By working in the heart of communities we maximise opportunities for social inclusion and deliver services to people in the localities where they live.

Many of the people we support attend the same centre for the whole week whilst others prefer to attend two or more community bases in an area.

Not only do we support people to have better lives through our own directly provided services, we also work in partnership with more than 20 community, voluntary and faith sector organisations to deliver a wider range of activities.



Picture:

Donna and Robin share a joke at the official opening of the Maryfields community base in Crossgates

Supported Living Services



Through our supported living services we directly support over 300 people to live in their own homes or in small group settings. We ensure people have the right support to live as independently as possible in more than 90 houses, bungalows and blocks of flats located within the community across Leeds.

We offer person-centred support. This can range from just a couple of hours each week visiting support (providing assistance with all aspects of independent living such as dealing with a tenancy, paying bills or accessing services) through to personal care and support delivered 24 hours a day, 365 days each year.

Our supported living services are registered with the Care Quality Commission (CQC) under Domiciliary Care arrangements. CQC inspect our services to check they meet national standards. You can read CQC reports about our services if you go to our website at www.aspirecbs.org.uk

“ *Harry said:*

For my 90th birthday I had a party for my family and friends at TJ's Club. It was a black and white theme and everybody got dressed up. I enjoyed wearing my evening suit. Someone said I looked like James Bond!

”

Respite Care and Crisis Services

The respite service provides short breaks for more than 200 people each year. This gives the people who use the service a different life experience and enables family carers to have a break from their caring role.

The crisis service provides 5 places for people to stay and be supported by staff in the event that their needs change unexpectedly or an emergency occurs such as their carer falling ill. Having a dedicated emergency service enables us to be responsive to unplanned situations without the need to cancel someone else's pre-booked respite stay. People can stay in the crisis unit for up to three months. This provides invaluable time to plan and prepare for them to return home or move on to an alternative setting if necessary.

The respite care and crisis services are registered with CQC through the Registered Care Home arrangements and the CQC inspection reports are available to view on Aspire's website.

Sandra said:

“ Our son Nicholas was adamant he wouldn't use respite, so when my husband became ill we were all very anxious about this. Tricia and the team were fantastic. We visited several times and gradually built our confidence in using the service. Nicholas enjoyed his first stay and now goes regularly. The first question he always asks when he comes home is when he is going again. ”



Being Safe

■ We have an out of hours on-call system in place which ensures staff have 24/7 access to a manager for advice and support. We have improved the system by co-locating managers whilst on duty. This means no time is lost handing over responsibility for on-call support when one of the managers is tied up dealing with an enquiry.

■ Upon the launch of Aspire we took direct responsibility for our own recruitment. Working to Safer Recruitment practices we have employed 20 new members of staff. In addition, 25 existing members of staff have moved from part-time to full-time hours and 3 people have secured a promotion. These actions have enabled us to maintain the continuity of our services by reducing reliance on agency workers.

■ We are working with community pharmacists on a pilot project in the south of the city. The aim of *Making Time* is to improve how pharmacy staff support people with a learning disability when they go to the chemist. The team has produced a video to raise awareness of the need to allow extra time to communicate well and has developed accessible information about some well-known medications.

Picture:

Heather taking part in the annual Tag Rugby Festival at Headingley Stadium



Being Safe

■ We continue to lead on the Leeds Safe Places Scheme on behalf of the Council and over 300 people with a learning disability have signed up as members. Hospital departments and pharmacists are joining the Scheme and the number of registered Safe Places now exceeds 150. Aspire is a sponsor member of Safe Places Organisation CIC who have developed a national website for Safe Places, and we have co-funded them to develop an app for smart phones which will help people across the country to find their nearest Safe Place.

■ Aspire leads on the development of Changing Places by providing advice and support to organisations who plan to create a specialist toilet facility. Twenty-one Changing Places across Leeds have been registered with the national Consortium (see page 27). In addition we have sponsored the purchase of a mobile Changing Place. Leeds City Council's events team manage the logistics and bookings of this facility, which can be used at outdoor events and venues, making Leeds a much more accessible City.

■ We are running pilot physio sessions for staff which offer fast access to on-site assessment, advice and referral for further treatment where necessary. The aim of the pilot is to prevent or alleviate pain caused by musculo-skeletal damage, irrespective of how it was caused. This will enable staff to maintain their health and wellbeing and so remain at work or reduce the amount of time that they need to take off.



Picture: John and Gail at the Cultural Awareness Day

Being Effective



■ Joint working with the re-enablement team and improved communications with health professionals has brought positive outcomes for people who use our service upon being discharged from hospital.

■ We have numerous success stories from across Aspire where a person we support has lost weight and improved their health and wellbeing. Building on this a member of staff from each service location has volunteered to become a Nutrition Champion. Following training they will be on hand to provide advice on nutrition, hydration and eating and will keep up to date with the latest issues.

■ At Aspire we are building for the future by investing in the training and support of the next generation of support workers. Through the *We Care Academy* we are supporting people who have been unemployed for a long time into caring careers. Furthermore, working in partnership with the regional health and social care training provider, we are taking on apprentices. They will spend a year on placement with us plus attend college. At the end of the year we have guaranteed them interviews for permanent support worker posts.

“ **Anthony said:**

Since moving into my new home the staff have helped me to lose 3.5 stones. I can get out now and love to go shopping every week. I couldn't do this before. I feel like a new man and I love doing things for myself.

”

Being Effective



■ A new support plan has been developed by a working group of staff and people who use the service. The aim was to have a document that is easier to understand, complete and share between Aspire's services and which avoids unnecessary duplication of information. Training sessions have been delivered on using the new format and, as reviews are being undertaken, the new document is being used to replace the old support plans.

■ Aspire has a Learning & Development Plan and staff have access to a very wide range of mandatory, specialist, bespoke and optional training courses from induction into the service and ongoing throughout their careers. In addition the Trades Unions provide access to training through Union Learning Representatives.

■ We run a number of successful Women's and Men's health groups attended by people who use our service. Several people are supported to be health Champions and they work with Leeds Teaching Hospitals to improve the experience for people who use health services.

Babs said:

“ I love sport. I play rugby and football. I play cricket and I enjoyed it when my team beat West/North West!

”

Being Caring



■ Given the skills of staff and the quality of peoples homes, we are now much better placed to support people through end of life care. We are proud to be able to say this is an aspect of support we excel at. Not only do staff within and across Aspire work well together for the benefit of the person they are supporting, but also there is positive engagement with other professionals, particularly in health. This joined up approach has been very much in evidence where plans and arrangements have had to be put into place suddenly.

■ The Equality and Diversity Matters group publishes a calendar each year marking key religious, cultural and national days. The group also hosts a popular Cultural Awareness event showcasing food, music, dance and entertainment from around the world with live performances from the people we support, staff and friends of Aspire.

■ Elections to the Customer Council are held every 3 years and voting took place in May 2016. The Council representatives meet regularly with Aspire's Chief Executive to discuss and influence service developments.

“

Paul said:

I wanted to do the Leeds Half Marathon in memory of my friend. Tim supported me. It was great going down Kirkstall Road with the crowd cheering us on.

”

Being Caring



■ Aspire no longer has a fleet of its own minibuses. Instead we have a Service Level Agreement with Leeds City Council who provides minibuses and drivers through the day. This ensures we have a constant supply of well-maintained and suitable vehicles providing more opportunity for outings. It also frees staff from driving so that they can provide direct support to people.

■ We promote independence through supporting people to develop their personal skills. This includes support to travel independently which is why the Safe Places Scheme is so important. At our Richmond Hill community base the majority of people now use public transport to get there due to the success of their bus buddy system.

■ We have 74 people with learning disabilities on Permitted Earnings and supervise a further 7 people who are employed in jobs outside Aspire. We ensure the people we support on Permitted Earnings have access to appropriate training which includes courses in money skills, health & safety, equality & diversity and food safety in catering.

Martin said:

“ I used to work at Roseville Laundry. When it closed I was really worried. I had been there for more than 25 years but my staff supported me to look at new places. Now I have a job working for Leeds City Council at Redhall Gardening Services and I really enjoy it.

”

Being Responsive

■ The end is in sight for the Day Services Modernisation programme which is enabling us to transform the way we deliver services. Four of the former large outdated buildings have been closed as people have moved to modern facilities. We now have smaller community bases located across Leeds which enable us to deliver a more varied choice of person-centred day opportunities. In addition we are developing 3 specialist centres, each providing extra space and equipment to enable us to support people with the most complex needs.

■ Aspire has a strong focus on promoting community involvement and social inclusion. We host or participate in numerous events throughout the year run for people with a learning disability including Learning Disability Week, Tag Rugby Festival, Octopus Club, Leep the Bridge Club Nights and YAMSEN. We also support people to participate in inclusive social and community events such as football and rugby matches, Tour de Yorkshire, exhibitions, shows and charity fundraising activities.

■ The service has received 71 compliments and 10 formal complaints in the past year.



Sky Fallers said:

“

There's 4 people with learning disabilities and 2 members of staff in the band. We play rock, pop, folk and blues. We've had a lot of requests to perform at public gigs and raised money for charity.

”

Being Responsive



■ We support people to have their voices heard and influence how services are developed and delivered. This is not limited to planning for their own care and support within Aspire but also beyond. To this end we support people who use our service to be Directors of Aspire, Customer Councillors, Good Life Leaders, Better Life Champions and Health Champions. We also support people to get involved in the People's Parliament, Leeds Learning Disability Partnership Board, MP and Councillor Question Time events and the Council Chamber take-overs.

■ Aspire's annual Customer Achievement Awards formally recognise the hard work, effort or motivation of inspirational individuals in Leeds who have a learning disability.

■ Every year we invite people who use our service, family carers and stakeholders to complete a satisfaction survey. We have a relatively high response rate and satisfaction levels are consistently good. We respond to every comment where the person completing the form requests this and use all the feedback to identify ways that we can improve the service.

Stanley said:

“ I've enjoyed finding out about my family's history. I have been able to trace my family tree back to the turn of the century. My family came from Russia originally and then moved to this country more than 100 years ago.

”

Being Well Led

■ Many of Aspire's staff were nominated for Leeds City Council's Awards for Excellence 2015 and our Chief Executive was named as the Council's Leader of the Year; he was also short-listed in the Yorkshire Business Leader Awards 2016 for Best Director of a Not-for-profit Organisation. Our spin out from the Council to become Aspire was shortlisted in the prestigious Local Government Chronicle Awards 2016 in the Best Service Delivery Model category.

■ We use many channels of communication to ensure the people who use our service, family carers, staff and a wide range of stakeholders are kept up to date with what is happening across Aspire. We publish a newsletter quarterly in both printed and video format. Our accessible website was launched in August 2015 and we have also begun to use social media. We are developing a Social Media policy and inviting a member of staff from each service to undertake training to become a Communication Champion.



“ Sheila said:

I was nominated in the Customer Awards. It was very exciting going to the ceremony and going on the stage to get my certificate. I liked having my photograph taken too.

Being Well Led



■ We have a robust quality and performance management system in place to ensure all staff are focussed on achieving positive outcomes for the people we support. A new database has been developed which allows us to capture data to evidence our service quality and performance and enables us to identify any areas where improvements can be made.

■ Every member of staff employed by Aspire receives regular supervision. This year 100% of eligible staff have also had an annual appraisal.

■ At Aspire we pride ourselves on excellent partnership working with very many public, private and third sector organisations. Through these relationships we directly provide services, improve services or raise awareness of issues affecting people with a learning disability.

■ Our Matters Groups provide opportunities for staff to meet up and share best practice. We have Matters Groups for technology, being greener, health & safety, equality & diversity and thinking about the future and we plan to develop more.

■ There are over 750 people who work for Aspire which equates to 660 full-time equivalent posts. Our annual budget is £22m and 86% of this relates to staff wages.

Picture:

Peter with his entry for the Christmas Card Competition

Meet the Board



Aidan Canning



Caro Crawford



Carol Currant



Sheila Dunham



Stephen Farnill



Stewart Golton



Chris Gray



Billy Guy



Steve Johns



Ella Jordinson



Victoria Kay



Graham Latty



Mike Longfellow



Linda McBride



Christine Macniven



Des Thompson



Picture: Darren was thrilled to see the Leeds Rhinos' trophies 18

Our 2016/17 Action Plan

This Action Plan sets out our priorities for the year ahead

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Safe				
Ensure our services are person-centred.	Every person who uses our service has an up-to-date support plan, risk assessments and one-page profile which are reviewed regularly.	Ongoing	Support Workers; Snr. Support Workers; Support Leaders;	Service Managers; Area Managers
Reduce reliance on our use of overtime and agency workers.	Proactively and regularly undertake Safer Recruitment process.	Ongoing	Resourcing Manager	Operations Director
	Ensure we have a balance of skills, knowledge & experience across the service.	Ongoing	Service Managers; Resourcing Manager	Operations Director

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Safe				
Achieve improved attendance at work.	Consistently implement our Managing Attendance policy across Aspire.	Mar 2017	Everyone who manages staff	Operations Director
	Develop and implement a Health & Well-being Strategy for staff which includes signposting, stress and referral to HELP.	July 2016	Service Improvement Manager; Governance Manager; Operations Director	Chief Executive
	Extend the pilot project with Yorkshire Physio Network to ensure staff have fast access to advice and treatment for musculo-skeletal injuries.	May 2016	Service Improvement Manager	Chief Executive
	Launch a Cycle to Work scheme offering staff the opportunity to purchase bicycles through monthly salary deductions.	July 2016	Governance Manager	Chief Executive

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Safe				
Improve safety and community inclusion for people with a learning disability.	Work in partnership with the Safe Places Organisation CIC to develop and launch a Safe Places app for smart phones.	June 2016	Business Development Manager	Chief Executive
Being Effective				
Improve communication with new members of staff.	Develop, publish and distribute a Staff Handbook.	June 2016	Performance Coordinator; Business Development Manager	Chief Executive
Ensure staff and the Board of Directors have access to training and experiences which empower them to do their job effectively.	Implement the Training & Development Strategy.	April 2016	Operations Director	Chief Executive

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Effective				
Ensure we have the right staff in the right place with the right skills.	Continue to work in partnership with the regional health & social care training provider and offer places to up to 60 <i>We Care Academy</i> students.	Sept 2016	Service Improvement Manager	Chief Executive
	Offer 25 training placements to other agencies including Leeds University.	March 2017	Service Improvement Manager	Chief Executive
Promote healthy eating.	Build on the introduction of Nutrition Champions by raising awareness of their role and introducing a new nutrition assessment.	July 2016	Area Managers; Senior Area Managers	Operations Director
	Support everyone to have healthy nutritional options and use 'placemats' for those who need them.	May 2016	All Staff	Area Managers; Senior Area Managers

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Effective				
Good quality services that are independently validated	Ensure quality standards are in place to attain an overall rating of at least 'good' in all CQC inspections.	April 2016	Area Managers; Chief Executive	Board of Directors
	Arrange for Leeds Healthwatch to undertake an independent survey of the people who use our service.	Sept 2016	Business Development Manager	Chief Executive
	Explore externally validated Quality Assurance systems (e.g. liP) and identify a suitable one for Aspire.	August 2016	Business Development Manager	Chief Executive
Being Caring				
Promote independence.	Develop a plan to increase uptake of personalised budgets.	March 2017	Finance Director; Chief Executive	Board of Directors

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Caring				
Ensure people who use the service can influence decisions.	Hold the tri-annual elections to the Customer Council.	May 2016	Involvement Coordinators	Chief Executive
Provide support for carers.	Work in partnership with Carers Leeds to put on joint events providing information for carers.	Sept 2016	Business Development Manager	Chief Executive
Being Responsive				
Promote choice.	Ensure every person in our Supported Living Service is supported to go on at least one holiday of their choice in the year.	March 2017	Support Workers; Snr Support Workers; Support Leaders; Service Managers; Area Managers	Snr Area Managers
Develop a new service.	Work in partnership with Progress Housing Group to design and build flats from which to deliver a new service.	Sept 2018	Contract Manager; Business Development Manager; Chief Executive	Board of Directors

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Responsive				
Improve communication for people who use the	Install wi-fi in all respite units.	March 2017	Area Service Manager	Operations Director
Being Well Led				
Ensure we have fit for purpose IT and telephone services.	Explore options for delivering an IT infrastructure and telephone service which meets both the business need and provides access to the internet for staff and people who use the service.	October 2016	Contract Manager	Chief Executive
Provide the service within the available budget.	Set a target for achieving the financial plan and making a surplus in the year.	Jan 2017	Finance Director; Chief Executive	Board of Directors

Target/Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Well Led				
Recognise achievements and celebrate success.	Deliver Staff Long Service and Recognition Awards.	Nov 2016	Service Improvement Manager; Business Development Manager	Chief Executive
	Deliver Customer Achievement Awards.	June 2016	Business Development Manager	Chief Executive
	Deliver Aspire 1st anniversary event.	August 2016	Business Development Manager	Chief Executive

Aspire works very closely with Leeds City Council and health colleagues in Leeds & York Partnership Foundation Trust (L&YPFT) and Leeds Teaching Hospitals Trust (LTHT). We are members of Tenfold, a membership forum of organisations that work with and for people who have learning disabilities.

We work in partnership with a wide range of third sector organisations and grant fund 8 of these:



Changing Places in Leeds

LS1	Gallery Shop & Cafe	The Headrow	LS11	White Rose Shopping Centre	Dewsbury Road
	Trinity Leeds Shopping Centre	Albion Street	LS12	Armley Leisure Centre	Carr Crofts
LS2	West Yorkshire Playhouse	Quarry Hill	LS15	Temple Newsam	Temple Newsam Road
	First Direct Arena	Claypit Lane	LS16	Holt Park Active	Holtdale Approach
LS6	Headingley Heart	Bennett Road		Golden Acre Park	Bramhope
LS7	Tech North	Harrogate Road	LS19	Leeds Bradford Airport	Whitehouse Lane
	Reginald Centre	Chapeltown Road	LS21	Chevin Forest Park	Johnny Lane, Otley
LS10	Middleton Leisure Centre	Ring Road	LS25	Lotherton Hall	Lotherton Lane
	Assisted Living Leeds	Clarence Road	LS27	Morley Leisure Centre	Queensway
LS11	Hillside	Beeston Road	LS28	Pudsey Leisure Centre	Market Place
	John Charles Centre for Sport	Middleton Grove	Other	Mobile Changing Place to hire for outside events	

See www.changing-places.org for details.

Photographs (front): Frank being supported by Mei Li in his garden. **(Back):** Some of the people who use the service and staff undertook a supported sponsored walk during Learning Disability Week raising over £1100 for *Africa's Gift*.

Many thanks to everyone who has given their consent for us to use their photograph and comments in this publication.



**Aspire CBS
Westfield Chambers
Westfield Business Park
Lower Wortley Road
Leeds LS12 4PX**

0113 387 1919

www.aspirecbs.org.uk

Aspire Community Benefit Society Limited is a registered society in England and Wales under the Cooperative and Community Benefit Societies Act 2014. Registered number: 7062. HMRC charities reference number: EW36148. VAT number: 215 0549 36.

