



Aspire Community Benefit Society

Annual Plan 2017/18



Welcome

It's hard to believe that it is only a year since our last Annual Plan was produced! It has, as ever, been a very busy and rewarding year which has seen us continue to grow and develop our services to support more adults with learning disabilities in Leeds.

The Annual Plan provides an opportunity to look back on what we have achieved collectively and reflect on how the services we provide have had a positive impact on the people we support by building on their strengths. From the completion of major projects like the day services modernisation, through to the day in day out interactions with individuals, it's the care and commitment of front line staff that makes the biggest difference to help people have better lives and this can be seen in the stories on the pages ahead. It's lovely to recall memories of all the great events that staff put on, especially during Leeds Learning Disability Week. Of all the weeks in the year this is the one which makes me smile the most.

Towards the back of this booklet you will find our action plan for the coming year which includes expanding our services and strengthening our partnerships with groups as diverse as health, the local authority, third sector organisations, universities and Leeds Rhinos Foundation.

Before I sign off, I just want to say a big thank you to everyone who has contributed to the development of this year's plan.



Andy Rawnsley, Chief Executive



Aspire Community Benefit Society is a staff owned, not-for-profit, social enterprise with charitable status which provides care and support services to people with a learning disability. The people we support may also have a wide range of additional needs including physical disabilities, complex needs, sensory impairments and autistic spectrum disorders.

The Board of Aspire 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) and is led by our chair, Sheila Dunham.

Our purpose is to enhance the quality of the lives of the people we support by promoting them to be as independent as possible. We want the people we support to lead fulfilling lives and to ensure they are safeguarded from avoidable harm. We support 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.

Elaine said:

“

I enjoyed the Wetherby Fun Day. I had my face painted, went on a smoothie bike and played a game of 'human frustration'.

”

About Aspire



Our Services

Aspire supports people to have better lives through the provision of high-quality, person-centred, care and support services. We provide day services, supported living services, respite and crisis services to more than 900 adults with a learning disability and their family carers.

The services we deliver are based on a thorough understanding of the needs and wishes of the people we support and their family carers. This understanding is gained from working in a person-centred way with individuals, their families and other people who are important to them to develop individually tailored support plans following an assessment of each person's specific needs and these are linked to risk assessments.

The senior leadership team is based at our head office at Westfield Chambers. All other staff work in numerous localities across the city from which they directly deliver services. The service is split into 3 geographical management areas: East/North East, South/South East and West/North West.

Janice and Kieron said:

“

We went to the Cultural Awareness Day. The best part was the music. We danced to a steel band and Sky Fallers.

”



Our day services provide a range of opportunities for over 700 people with a learning disability to lead fulfilling lives by engaging in healthy, safe and purposeful daytime activities. Just over half of the people who use the services live at home.

People attend day services from one to five days per week depending upon their assessed needs. We deliver our day services from three specialist buildings and 26 community bases across Leeds, most of which are located in facilities such as libraries, sports centres and community hubs. By working at 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 fund eight faith, community and voluntary organisations to ensure a wide variety of activities and opportunities are available.

Edgar:

Enjoyed cheering on his team at the Olympics for All and taking part in the men's wheelchair walking race.

Day Services



Supported Living Services

Our supported living services offer over 300 people with a learning disability the opportunity to live in their own homes or in small group settings. We ensure people have the right support at the right time to enable them to live as independently as possible in more than 70 houses, bungalows and blocks of flats located within communities across Leeds.

We provide 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, 7 days each week.

Our supported living services are registered with the Care Quality Commission (CQC) under Domiciliary Care arrangements. CQC is the national regulator for health and social care services. They inspect our services to check we are meeting national standards. You can read CQC reports about our services if you go to our website at www.aspirecbs.org.uk.

Callum (right) said:

“ I have such happy memories of the Cultural Awareness Day. Sadly David (left) became seriously ill shortly after this photograph was taken but he is making progress and still has that cheeky grin. ”



Our respite service offers an opportunity for more than 200 people each year to have short stays away from their family home. This gives the people who use the service a different life experience and enables family carers to have a planned break from their caring role.

Our crisis service provides five 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 we support in this service usually stay for up to three months. This provides the time necessary to prepare for them to return home or make longer term alternative arrangements.

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

Debbie:

Likes her hair pink! She was at Picnic in the Park and chose this wig and flowers to wear for her photo booth picture.

Respite Care and Crisis Services



Being Safe



■ Recruitment to vacant posts has been a high priority following the appointment of our Resourcing Manager. In addition to the ongoing recruitment of Support Workers we have recruited into specific night and weekend posts and run targeted recruitment campaigns. During the year we have appointed 91 new people, 54 members of staff have taken the opportunity to change their hours and 49 staff have been supported to move work base. Our responsive and flexible approach has led to a significant reduction in vacancies and the use of agency workers thereby ensuring more consistent support for people.

■ Work is currently being undertaken to develop an electronic rota which will both reduce the burden of producing rotas manually and provide real-time information as inevitable changes to rotas occur. We are piloting the use of SMS text messaging to alert staff to the availability of overtime to reduce the need to use agency staff and have added a checkbox to the rota overview indicating where someone is lone working to ensure safety.

■ We have purchased five defibrillators (one was paid for by the GMB trade union) and have installed these in our three main day service hubs, Scotthall Respite Unit and Westfield Chambers. Staff in these locations have received defib training.

■ There are now 27 Changing Places across Leeds and the number continues to grow. We are therefore updating our booklet to include all the latest facilities.

Cheryl line dancing at the Cultural Awareness Day

■ As part of our ongoing commitment to help Leeds be a compassionate city, we lead on the Safe Places Scheme which continues to grow: HSBC Bank and West Yorkshire Fire Service have now joined. We worked in partnership with Safe Places UK to develop an app which was launched during Learning Disability Week enabling anyone with a smart phone to find their nearest Safe Place on the go. We are working with neighbouring schemes to co-ordinate our approaches so that people travelling throughout West Yorkshire can access Safe Places.

■ Feedback from independent health and safety audits of our services has been very positive. We are proud to say that the auditors were especially complimentary about the engagement they received from staff whilst undertaking their surveys.

■ We have reviewed our supported living services and identified where there is a potential 'Deprivation of Liberty'. We have undertaken a capacity assessment with each person we support where this applies and have informed Leeds City Council. We have also reviewed our procedure for administering medication covertly to ensure that, where this is applicable, it is logged and there is formal agreement for this in the person's Support Plan.

Becky and Stephie said:

“ We helped out with the smoothie bike stall at the World Triathlon Family Day by getting each person's fruit and juice ready in the blender jugs. ”

Being Safe



Being Effective

■ A wide range of mandatory and elective training is available to staff. We have also run master classes and training specifically for managers including restorative practice training.

■ Approximately 50% of our staff currently hold a QCF or equivalent qualification at either Level 2 or Level 3. In addition, 33 people are currently working towards attaining their Level 3 qualification and 23 people are working towards Level 2.

■ We actively support the *We Care Academy* by providing placements each year. Every student who successfully completes the course is guaranteed an interview for a permanent post and 12 people were successful last year. In addition we provide work placements for up to 30 nursing and/or occupational therapy students from Leeds University each year. Aspire is registered with Skills for Care and for the National Minimum Data Set.

■ Due to the success of Middleton Park Café we have extended the opening hours. This will give more of the people we support an opportunity to develop their work-based skills and/or take up Permitted Earnings. A comprehensive training programme is in place enabling the café workers to gain certificates including food safety, health & safety, first aid and fire safety.

John and Alan:

Singing at The Orangery, Roundhay Park for Visitors at our Christmas Craft Fair.



■ The first Aspire staff handbook was produced and distributed to staff. We run a comprehensive induction programme for all new staff, beginning with our Welcome to Aspire day and using induction checklists to support people through the early days in their new post. All new frontline staff undertake the Care Certificate, are paid the Living Wage Foundation's Living Wage and have access to a pension scheme.

■ The Local Government Association asked us to share best practice and our learning from the Day Service Modernisation programme and spin out from Leeds City Council. We have written two case studies: the first focuses on partnership working to share sports centre assets; the second recounts the actions taken to launch Aspire.

■ Aspire has a programme in place for regularly reviewing all policies and procedures. New policies or those where a substantial change is recommended go through an approval process with the trade unions and Aspire's Board of Directors. In the last year 20+ policies and procedures have been reviewed and two new policies have been developed (conflict of interest and social media).

■ Our Nutrition Champions have updated the Eat Well plate guide and posters. In addition we have launched both a new Nutritional Assessment and guidance.

Mickey:

Celebrating his birthday with a Caribbean themed party.

Being Effective



Being Caring

■ The third tri-annual Customer Council elections were held in May 2016. Over 700 votes were cast to select the 25 Customer Councillors and their deputies. People were also supported to cast their votes in the local elections and the referendum on membership of the European Union.

■ Two information sessions have been held in partnership with Carers Leeds and Clarions solicitors. These were for family carers and focussed on future planning. The sessions proved very popular and are being repeated to enable more family carers to attend.

■ We have a comprehensive Quality Assurance Framework in place which enables us to monitor not only quantitative but also qualitative performance. Feedback from annual satisfaction surveys undertaken with people who use our service, family carers and staff continues to be very positive. Independent research undertaken by Health Watch Leeds with family carers and people we support has provided useful insight into how we can improve further some key areas of communication and engagement.

Nigel said:

“

I love Elvis and enjoyed dressing up like him for the photo booth at Picnic in the Park.

”



■ Fundraising by staff and the people we support is a popular activity. During the year more than £6,000 was raised for several cancer charities, Aspire, Africa's Gift, Simon on the Street, Guide Dogs for the Blind, Hope Pastures Donkey Sanctuary, St. James' Hospital, Martin House Hospice for Children, Comic Relief and Children in Need.

■ This year we rolled out wifi across our respite services. This means that people who bring along their own mobile phones, iPads etc. are able to use them during their stays.

■ People who use Aspire services are supported to attend or participate in a huge variety of social activities and events. Over the past year this has included going on holidays of their choice, Leeds Learning Disability Week, Olympics for All, Cultural Awareness Day, Leep the Bridge club nights, dozens of Christmas events, fayres and parties and sporting events.

Danni said:

“ I was a fairly new member of staff and thought it would be interesting to go to Aspire's AGM. I met the directors and used my voting rights as a shareholder.

”

Being Caring



Being Responsive

■ We are trialling the Just Checking system in our emergency respite service. Using this technology, non-intrusive sensors have been installed which can detect a person's movement/lack of movement and capture the data. Staff will be able to use this information to analyse activity, particularly through the night, to look for patterns. The pilot will test whether or not the system can add value to the assessment process by providing an additional indicator of a person's actual support needs so enabling us to have the right level of support in place for each person.

■ In the last 12 months we have received 58 compliments and 12 complaints. We respond personally to every logged complaint and compliment and endeavour to use any learning from these to continuously improve the quality of our service.

Polling Day in the Customer Council Elections:

Debbie, Mel and Christopher were candidates. They, together with Andrew, Scott and other customers from community bases across the ENE of Leeds voted for their favourite candidates. The candidates gave a speech about why people should vote for them and there was singing, dancing and cake for everyone while the votes were being counted.



■ Demand for Aspire's service continues to grow across day services, supported living services and respite services. We have provided places for new people, including 1 to 1 and outreach support, and are working with Registered Landlords to develop new schemes where Aspire will be the care and support provider.

■ The programme to transform the way we deliver our day service has been completed. We have moved from having eight large and outdated buildings to having three new or fully refurbished day service hubs and 24 bases located at the heart of communities across Leeds.

■ We are also undertaking a pilot using Individual Service Funds within one of our supported living services. This type of personal budget might suit anyone who wants flexible support but without all the responsibility that comes with managing a direct payment.

Andrew said:

“ I enjoy helping out with the smoothie bikes at events. In fact I enjoyed the World Triathlon Family Day so much that I decided to enter for the *Tri Something New* events at Holt Park Active.

”

Being Responsive



Being Well Led



■ The Aspire annual Customer Achievement Awards attracted hundreds of nominations from people and organisations across Leeds. Ten trophies were handed out at the prestigious event including awards for creativity, achievement, sportsmanship, helpfulness, friendship and even the best smile. An annual event to recognise staff achievements and long service is being planned.

■ In the financial year 2016/17 Aspire made a small surplus. This was re-invested in the organisation to benefit the people who use our service through the purchase of items including garden equipment and fencing, sensory equipment, dining tables and chairs, wi-fi across respite services, carpets and kitchen equipment.

■ Governance training, delivered by Wrigley's solicitors, has been undertaken by the Board of Directors. The Directors have also held a Visioning Day at which they set Aspire's strategic direction and we held our first AGM in September 2016.

■ The Senior Management Team has undertaken restorative leadership training and this is now being rolled out to front line managers.

Paul said:

“ I went to the Olympics for All. I was on Team GB and I won a medal. ”

■ The regulator for care and support services, the Care Quality Commission (CQC), has inspected all four of our respite services and we are proud to report that we achieved an overall rating of 'Good' for each.

■ 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 public, private, third sector and Trades Unions 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 and safety, equality and diversity and thinking about the future and we plan to develop more.

■ We are offering an increasing number of benefits to staff. These include a reduced cost for membership at Bodyline Gyms, a Cycle to Work scheme for purchasing a bicycle through salary sacrifice and the opportunity to buy a Metro and/or First Bus pass at a discount.

Sam :

Enjoyed voting in the Customer Council elections.

Being Well Led



Meet the Board



Aidan Canning



Caro Crawford



Carol Currant



Sheila Dunham



Stephen Farnill



Stewart Golton



Billy Guy



Steve Johns



Ella Jordinson



Victoria Kay



Alan Kenworthy



Graham Latty



Mike Longfellow



Linda McBride



Christine Macniven



Des Thompson



Picture: Morris Dancing at Picnic in the Park

Our 2017/18 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 Aspire services has an up to date support plan in place with associated risk assessments and a one page profile, all of which are reviewed regularly	Ongoing	Support Workers; Snr. Support Workers; Support Leaders; Service Manager	Area Managers; Senior. Area Managers
Ensure we have the right staff in the right place	Implement an electronic staff rota	Oct 2017	Service Managers; Systems Manager; Contract Manager	Operations Director
Improve community inclusion for people with a learning disability	Update and distribute our Changing Places booklet to provide information about facilities open in Leeds	July 2017	Communications Coordinator	Business Development Manager

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Safe				
Reduce reliance on our use of overtime and agency workers	Proactively and regularly undertake Safer Recruitment processes	Ongoing	Resourcing Manager	Operations Director
	Ensure we have a balance of skills, knowledge and experience across Aspire	Ongoing	Service Managers; Resourcing Manager	Operations Director
	Develop an internal bank of staff	March 2018	Resourcing Manager	Operations Director
Have a workforce that is healthy, happy and here	Consistently implement our Managing Attendance policy across Aspire	Ongoing	Everyone who manages staff	Operations Director
	Ensure every member of staff has regular supervision, an annual appraisal and mid-year review	March 2018	Support Leaders; Service Managers; Area Service Managers; Snr Area Managers	Chief Executive

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Effective				
Improve safety in the community for people with a learning disability	Work in partnership with local Safe Places schemes to achieve common standards across West Yorkshire	March 2018	Business Development Manager	Chief Executive
Systematically measure, analyse and report on the social impact of Aspire services	Work in partnership with Leeds University to develop a bespoke evaluation tool and methodology	March 2018	Governance Manager	Chief Executive
Provide quality services that are independently validated	Ensure quality standards are in place to maintain 'Good' in all CQC inspections and strive to achieve 'Outstanding'	April 2018	Snr. Area Managers; Chief Executive	Board of Directors

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Effective				
Ensure staff have the right skills to do their job effectively	Ensure staff have, as a minimum, completed all their mandatory training	Ongoing	All staff	Operations Director
Ensure policies and procedures are in place which support staff to be effective and which are regularly reviewed	Finalise our Health and Wellbeing Strategy	October 2017	Governance Manager	Chief Executive
	Develop a Reserves Policy	Sept 2017	Finance Director	Board of Directors
Being Caring				
Ensure people are supported with dignity and respect 22	Aspire signs up to the Social Care Commitment and encourages staff to do the same	Sept 2017	All staff	Chief Executive

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Caring				
Maintain good communication with family carers	Update family carers' accessible communication requirements, preferred methods of contact and photo/video consent	October 2017	Performance Co-ordinator	Business Development Manager
Improve communication with people who use our service, family carers, staff and stakeholders	Identify Communication Champions; develop and roll out social media training	March 2018	HR Manager; Business Development Manager	Chief Executive
Provide support to family carers	Deliver a minimum of two further information sessions for carers	Feb 2018	Business Development Manager	Chief Executive
Be open and honest with people who use Aspire services	Ensure every member of staff has a One Page Profile in place	July 2017	All staff	Chief Executive

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
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 2018	Support Workers; Snr Support Workers; Support Leaders; Service Managers; Area Managers	Snr Area Managers
	Develop partnership working with Leeds Rhinos Foundation	Sept 2017	Operations Director	Chief Executive
	Ensure the people we support are able to get involved with Leeds Learning Disability Week	June 2017	All staff	Operations Director
Promote independence	Undertake a pilot using Individual Service Funds within supported living	March 2018	Finance Director Chief Executive	Board of Directors
Ensure we have a fit for purpose IT structure 24	Undertake trial using Microsoft Office 365 and other cloud-based applications	Dec 2017	Data Assistant; Service Managers; Contract Manager	Chief Executive

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Responsive				
Develop new services	Work in partnership with Registered Landlords to provide accommodation from which to deliver new care and support services	March 2018	Contract Manager; Business Development Manager; Chief Executive	Board of Directors
	Step in and take up the running of the café in the Becklin Centre	July 2017	Service Managers; Area Managers	Chief Executive
	Step in and take up the running of an existing supported living service	July 2017	Service Managers; Area Managers	Chief Executive
Being Well Led				
Provide service within the available budget	Set a target for achieving the financial plan and making a surplus in the year	Jan 2018	Finance Controller; Finance Director; Chief Executive	Board of Directors
Able to receive money from fundraising and donations	Establish an online mechanism for charitable giving	May 2017	Business Development Manager	Chief Executive

Target/ Outcomes	Action	Target date	Who will deliver this	Who will make sure it happens
Being Well Led				
Recognise achievement and celebrate success.	Deliver a staff recognition and long service awards event.	Sept 2017	Business Development Manager	Chief Executive
	Deliver Customer Achievement Awards.	June 2017	Business Development Manager	Chief Executive

Aspire is a member of Tenfold, a forum of organisations that work with and for people who have learning disabilities.

We work very closely with Leeds City Council, Leeds & York Partnership Foundation Trust and Leeds Teaching Hospitals Trust. We also work in partnership with a wide range of third sector organisations and grant fund eight of these:





Changing Places in Leeds

LS1	Gallery Shop & Café The Headrow	LS7	Reginald Joint Service Centre, Chapeltown Rd	LS15	Temple Newsam Park Temple Newam Road
	Trinity Leeds Shopping Centre, Albion Street	LS9	The Vinery Centre Vinery Terrace	LS16	Holt Park Active Holtdale Approach
	LGI Clarendon Wing, A Floor, Great George St	LS10	Middleton Leisure Centre Ring Road		Golden Acre Park Leeds Road, Bramhope
	The Core Shopping Centre, The Headrow		LS19	Leeds Bradford International Airport, Whitehouse Lane	
LS2	West Yorkshire Playhouse, Quarry Hill	LS11	Hillside Beeston Road	LS21	Chevin Forest Park, Johnny Lane, Otley
	First Direct Arena Arena Way		LS25	Lotherton Hall Lotherton Lane	
	Kirkgate Market George Street		LS27	Morley Leisure Centre Queensway	
LS6	Headingley Heart Bennett Road	LS12	Armley Leisure Centre Carr Crofts	LS28	Pudsey Leisure Centre Market Place
LS7	Tech North Harrogate Road	LS13	William Merritt DLC Town Street, Rodley	Mobile Changing Place to hire for outside events (0113 378 7167)	

Photographs (front): Leanne trying out the smoothie bike at *Olympics for All* supported by Ian.

(Back): Christmas Card Competition 2016 winners with their designs.

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.

