

Annual Report 2016-17



Our vision

To be at the heart of communities in which people with learning disabilities are supported to live life to the full.



Our goal

To deliver ever improving quality care and support services making us the provider of choice for people who need our services, family carers, staff, commissioners and local communities.

Our strategy

- To be the provider of choice
- To be financially viable
- To achieve continued growth & sustainability
- To add social value



How we do it

We have the right staff in the right place with the right skills. We ensure our services are person-centred and promote independence and choice. We are known for the quality of our services which are independently validated.



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Highlights

1st April 2016 - 31st March 2017

People supported

922

As at 31.03.2017

1 to 1 support per week

350 extra hours

Staff in post as at 31.3.2017

758

Staff recruited this year

106

Net increase of 47 people

CQC inspections

'Good' rating

For all services inspected to date

Surplus generated

£249,000

Contract price savings to LCC

£192,000

www.aspirecbs.org.uk



@AspireCBS

Aspire in Summary

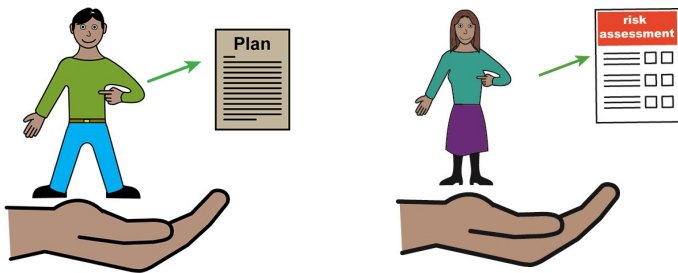
Board of Directors made up of people who use Aspire services, staff, Trade Unions reps, councillors and non executives



Aspire is a social enterprise with charitable status

Meeting individual needs

Supporting **922** people with a learning disability aged from 18 to 87 years old



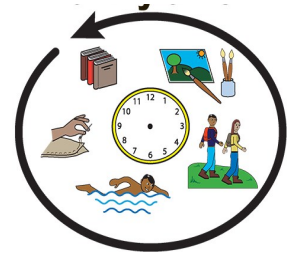
Every person we support has a one page profile, together with an individual, up to date, support plan and linked risk assessments

Services people want

320 people supported in their own homes through supported living services

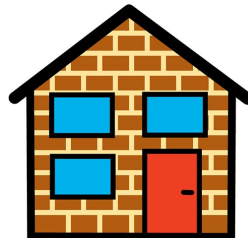


577 places offering meaningful activities each day



At the heart of communities

Providing support at **89** houses, bungalows and blocks of flats



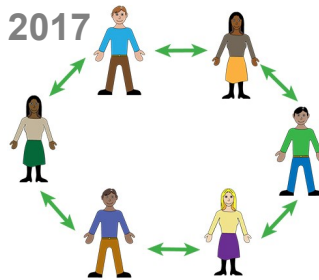
Delivering our respite or emergency services from **5** properties across Leeds

Working from **28** main hubs and community bases throughout Leeds



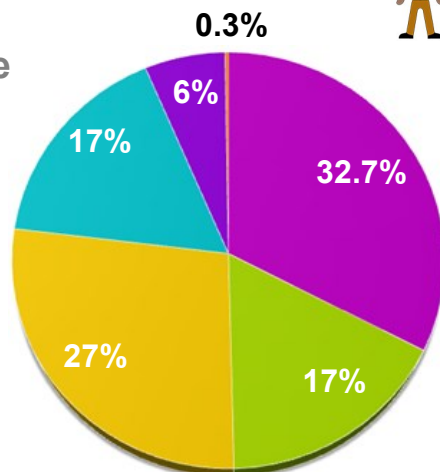
Colleagues making the difference

758 members of staff as at 31st March 2017



Years of service

- 0 to 5 yrs
- 5 to 10 yrs
- 10 to 20 yrs
- 20 to 30 yrs
- 30 to 40 yrs
- 40 yrs +



25 places each week in our respite and emergency services supporting over **200** people and their families



Offering *We Care Academy*, work placements and apprenticeships



Our values

- **Person centred**
- **Quality focussed**
- **Open & honest**
- **Sustainable**
- **Ethical**

Working in partnership



27 Changing Places



186 Safe Places



Customers and staff raised more than **£5000** for good causes

Letter from the Chair

“It’s of paramount importance to Aspire that we maintain the quality of our care and support services whilst achieving growth.”

Dear Member



Welcome to our Annual Report for 2016-17.

Yet again, I am proud to say that Aspire has had another successful year working alongside the people we support, family carers, commissioners of services and partner organisations, which is great testimony to the commitment and dedication of our staff.

Whilst we deliver our day to day services, our focus continues to be on providing person-centred support and enabling people with learning disabilities to achieve their individual goals and lead the best lives they possibly can.

In this Annual Report you will find a number of innovative and exciting examples of how we have achieved this during the past year—from the highly competitive Olympics for All to the popular Cultural Awareness day.

The Board has also had a busy year; we have reviewed our schedule of meetings and, in particular, our relationship with Aspire Services (Leeds), which has brought increased efficiency in the way the Board operates.

On a personal note, I am delighted that at the AGM this year we will be recognising the achievements of staff through our first Staff Achievements and Recognition (STAR) awards. As part of this, we are also presenting long-service awards to people who have worked with us for 25 years or more, which is the bedrock upon which Aspire’s plans for the future are based.

Finally, I would like to thank all members of the Board for their continued support and commitment to Aspire and, as Chair of the Board, I look forward to another year of success and inspiration with Aspire.



S. M. Dunham

Sheila Dunham
Chair of Board of Directors

Letter from the Finance Committee

“Aspire is recognised as a trusted provider within the market. We have established an excellent foundation to build upon and grow our offer.”

Dear Member



Our second year has been another in which we have generated a small surplus. This is all the more pleasing because, at the same time, we have absorbed a planned reduction in our contract price to the benefit of our main commissioner of services, Leeds City Council.

This success has been achieved through proactively monitoring expenditure and pursuing opportunities for growth. It is because we have a responsive and flexible staff team that we have been able to put in place new

packages of support, including for people with high support needs, and some of these have been successfully delivered at very short notice.

We have continued to honour our commitment to pay all staff, as a minimum, the Living Wage Foundation's Living Wage. The competitive pay and conditions package Aspire offers, together with our growth, has enabled us to recruit staff to fill 1500 vacant hours per week. In offering permanent contracts to staff we are able to contribute to growing the local economy too.

We pride ourselves on being a learning organisation and I am looking forward to pursuing more opportunities for innovation and growth in the coming year, particularly in respect of increasing employment opportunities for people with a learning disability through our cafes and other initiatives.

A handwritten signature in black ink that reads "Caro Crawford".

Caro Crawford
Chair of the Finance and
General Purposes Committee

Letter from the Chief Executive

“Every day our staff go the extra mile to ensure people are supported to live as independently as they are able and to play an active part in their communities.”

Dear Member



It's great to be able to reflect back on another successful year for Aspire. I am proud that our staff continue to deliver high-quality person-centred services to the people we support.

The feedback we get is generally great and I am proud to say that the people who use our services and their family carers tell us their overall satisfaction levels remain very high. This feedback comes not only from our own surveys but also through inspections and audits undertaken by independent organisations. The CQC inspections are a joy to read and are testament to the great work of staff. There are times when things don't go as we had hoped; one of our strengths is an openness to learn from these things and a commitment to change where that is needed.

We have started to build a good reputation as an organisation that can respond quickly to demands and maintain our quality as we continue to grow. Quality and growth are critical to our long term sustainable future.

We have continued to build on our partnerships with people and organisations across all sectors so that we can be at the heart of communities and support people to live life to the full. The community projects and partnerships we get involved with across the fields of arts, sport and health promotion all help to support people with learning disabilities to be fully involved in the life of the city and help showcase the talents of the people we support.

I am looking forward to welcoming more people into Aspire, be they individuals who we support, their family carers, staff or partner organisations. We will continue to promote independence, choice and quality of life for people with a learning disability and do our bit to support Leeds to become the European Capital of Culture in 2023!

A handwritten signature in blue ink, appearing to read 'Andy Rawnsley'.

Andy Rawnsley
Chief Executive

Highlights of the Year 2016-17



Provider of Choice

Maintaining stakeholder support and confidence in the quality of our services is essential to our success.



“It was clearly apparent that the activities carried out by Aspire are very well managed and controlled to ensure the safety of all employees, customers and visitors”

General Risk Assessment Report by Ellis Whitham. 26 January 2017

Our respite and emergency services are registered with the regulator, Care Quality Commission (CQC), under Registered Care Home arrangements. CQC undertake both announced and unannounced inspections of services to check they are meeting the required standards for delivering safe, caring, effective and responsive services which are well led. All our respite services were rated as ‘overall good’ and links to the published CQC inspection reports can be found on the Aspire website.

We commissioned two specialist health and safety audits, one focussed specifically in our day services, the other a gap analysis. Both reports were very positive in terms of our position and each of their recommendations have been implemented. In addition our payroll process and intensive support allocations have been checked through an internal audit.



Our Board of Directors



There were 3 RIDDOR reportable incidents during the year, all of which were reported to the Board.

We undertook three satisfaction surveys: one each with people who use our service, family carers and staff. Overall satisfaction levels have remained consistently high and feedback from the surveys provided invaluable insight for developing our action plan to further improve our services.

Throughout the year Aspire received a total of 58 compliments and these were passed on to the staff involved, where possible. We received 12 complaints, all of which were responded to by a member of the senior leadership team. Each of these was resolved.

In partnership with Carers Leeds and Clarion solicitors we held a series of information sessions for family carers. The theme was future planning which covered making a will, setting up a trust and general aspects of the Care Act. The aim of the sessions was not only to share information, but also to provide opportunities for carers to meet other carers and members of staff. The sessions proved to be very popular and we will be running more in the future on other topics.



We recognised the achievements of people with learning disabilities across Leeds at the annual Aspire Customer Awards. Hundreds of nominations were received and the shortlisted finalists were invited to attend a formal presentation ceremony.

Aspire was nominated for Employer of the Year in the 2016 Skills for Care awards by our Qualifications and Credit Framework training provider.

In addition Aspire was shortlisted in the Leeds Teaching Hospitals Trust Shine Awards for our collaborative work with the Trust, Roots and Wheatfields Hospice. From this work the 'Living Well but Dying Matters' toolkit was developed to support people to talk about death in a relaxed way and to enable them to make their wishes known regarding funeral arrangements and end of life care.

The Day Services Modernisation programme reached completion when Potternewton day service re-opened. This programme enabled us to transform the way we support people with day opportunities. By moving from eight large day centres into a myriad of community based buildings we are better able to promote choice and inclusion.



Financially Viable

Ensuring organisational health and wellbeing means we have appropriate financial procedures and governance in place to support staff to undertake their role and perform to a high standard.



“Through the continuity of service and support my sister continues to grow and develop.”

Comment from Carer Satisfaction Survey 2017

As a social enterprise Aspire operates on modest margins. In our second year we have absorbed a planned net reduction of our principal contract whilst honouring our commitment to track, as a minimum, the Living Wage Foundation’s Living Wage rate. In fact, over £190,000 of savings have been made and passed back to Leeds City Council. Nevertheless we have again achieved a small end of year surplus and some of this has been ploughed back into the organisation to fund one-off purchases of items including sensory and audio visual equipment, replacement staff sleep-in beds and installing Wi-Fi in respite services.



Aspire operates Safe Recruitment practices and people we support are involved in the recruitment process, both at interview stage and during staff inductions. We pride ourselves on growing our own talent by developing staff. Vacant hours were offered to existing staff before being advertised externally and several people secured promotion. Interest in our posts remains high. We have recruited to some specific night worker and weekend worker roles to maintain continuity of service through an ongoing drive to reduce reliance on overtime and agency workers.



We were delighted to formally welcome Tish Butler, our Financial Controller, to Aspire together with Sue Laverick, our Finance Director.

Aspire is a *Mindful Employer* and we are working towards making our Social Care Commitment. This year we developed our first staff handbook. Every member of staff is supported through bi-monthly supervisions, annual appraisals and mid year appraisal reviews.

We operate a comprehensive training programme of more than 50 mandatory, elective and refresher courses for staff and people supported through Permitted Earnings. Every member of the senior leadership team has undertaken Restorative Practice training and this is being rolled out to service managers.



At Aspire we proactively invest in the next generation of support workers through our apprenticeships, *We Care Academy* and work placement programmes. We pay the Apprenticeship Levy and are registered with the National Minimum Data Set, therefore we are able to encourage staff to undertake formal qualifications and can access courses and/or funding towards the cost of this training.

In partnership with Health for All and Purple Patch Arts we made a successful bid to *Time to Shine*. This is Ageing Better Big Lottery funding managed by Leeds Older People's Forum. The programme aims to reduce social isolation and loneliness for older people and we will undertake a research project over two years into the causes of social isolation in older people with a learning disability.



Growth & Sustainability

People have trust and confidence in the quality of our services and we are focused on building on this to develop new services and direct packages of support to individuals with a learning disability.



“Since I’ve been here other members of staff have always made me feel welcome and I enjoy working for Aspire.”

Comment from Staff Satisfaction Survey 2017

We took our smoothie bike stall along to numerous events across Leeds including the World Triathlon Series, Sky Ride, Cottingley in Bloom, Great Middleton Show, Crossgates Winter Wonderland & Leeds and York Partnership Foundation Trust’s *Have Your Say* engagement event. This has provided us with a fun way to raise awareness about Aspire’s work and link with harder to reach communities.



Demand for all our services is increasing and we continue to receive requests to provide new packages of support. As a consequence we have achieved an increase in the number of people we are supporting and our voids remain low. The support we provide is through a mixture of small and large care plans including intensive one-to-one support, supporting people in transition from children’s services to adult services, and enabling people to return to Leeds from out of area placements.

We actively explore opportunities for Aspire to grow. To this end we made a successful bid for *Big Potential* grant funding. This is available to voluntary, community and social enterprise organisations aiming to improve their capacity, sustainability and scale. We are using the funding to engage specialist independent support for evaluating a specific growth opportunity and to evidence the social impact our services make.



We are exploring opportunities to work with registered social landlords to develop bespoke accommodation from which to deliver our services. This will enable us to support people with particular needs, including those with complex needs, who are currently living outside of Leeds but who would like to return to the city.



We embrace new ways of working where this will lead to a better life experience for the people we support. We are therefore undertaking a trial of the *Just Checking* system: non-intrusive motion sensors installed in rooms at the emergency unit which detect movement (or lack of it). Staff will be able to analyse the data captured and use this to check that just the right level of support is available that both maximises the person's safety and their independence.

We have also spent some time exploring the benefits and challenges of Individual Service Funds (ISFs). In the coming year we will be working in partnership with commissioners to undertake a pilot to move to ISFs within one of our supported living services. The learning from this experience will be used to inform future options for funding services.

Social Value

We manage our resources well to achieve better outcomes, not only for the people who use our service, but for the wider community of Leeds.



“During our project we received many positive comments about Aspire from the people we spoke with, both clients and carers.”

Comment from Healthwatch Leeds independent survey 2016



Aspire has organised a large number of events, not only for people within our services, but for people with a learning disability across Leeds, including Olympics for All, Christmas and Easter events, coffee mornings and our Cultural Awareness Day. We also work in partnership with statutory, faith and third sector organisations to deliver a very popular programme of activities throughout Learning Disability Week.

Partnership working is integral to Aspire's style of working. We have maintained a wide range of successful partner relationships and forged new ones throughout the year.

We were asked to assist Leeds Bradford Airport in assessing the accessibility of their building and customer services. People who use our services were offered air-side guided tours and we then supported the participants to provide feedback to the airport team.



Following a highly successful trial, we have entered into a partnership with the Leeds Rhinos Foundation. For 12 months development workers from the Foundation will deliver health, nutrition and fitness training sessions to people we support across day services

We are also working with an organisation to help us identify, develop and use appropriate tools for measuring social value. Leeds University is hoping to then undertake a longitudinal study using the tools to evaluate the social impact of our services.

Aspire leads on the development of Changing Place toilet facilities too. To date 27 Changing Places have been created across Leeds and these have been registered with the national Changing Place Consortium. In addition the mobile Changing Place is used by Leeds City Council at major outdoor events and is available for hire.

The Safe Places scheme continues to grow in Leeds and Aspire leads on this. There are 372 members of the scheme and 186 registered Safe Places across Leeds. We co-funded development of a mobile phone app which enables people to quickly find their nearest Safe Place in an emergency. We have also advised a Dublin-based organisation which is planning to develop Safe Places across Ireland.



“I’m happy where I live. I feel safe and it makes me feel good about myself”

Comment from Customer Satisfaction Survey 2017



Comments made by people who use our service when asked if there was anything else they would like to tell us in the Customer Satisfaction Survey 2017

I love the place!! It's friendly.

I really enjoy being involved in the Welcome to Aspire sessions.

I've just been on a helicopter ride for my birthday.

I had a fab time in London. I went to a show.

I'm still working in the kitchen and enjoy being with my friends.

I love Bay City Rollers. My staff understand this and arrange for me to go to concerts.

I'm on the Customer Council and have a job. They're both important to me.

We go out for meals and to the cinema.