

# Annual Report 2017-18





## 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 and 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

1<sup>st</sup> April 2017 - 31<sup>st</sup> March 2018

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People supported

**931**

To 31.03.2018

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1 to 1 support delivered

**2795 hours pw**

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Staff in post as at 31.3.2018

**763**

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Staff recruited this year

**85**

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CQC inspections

**'Good' rating**

For all services inspected to date

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Surplus generated

**£132,000**

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Contract price savings to LCC

**£669,000**

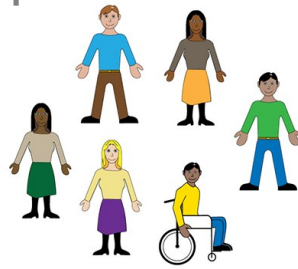
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[www.aspirecbs.org.uk](http://www.aspirecbs.org.uk)

 [@AspireCBS](https://twitter.com/AspireCBS)

# Aspire in Summary

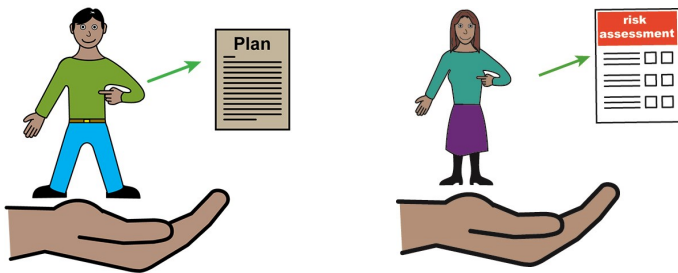
Board of Directors made up of people who use Aspire services, staff, Trade Unions reps, councillors and non executives



Aspire is a social enterprise with charitable status

## Meeting individual needs

Supporting **931** people with a learning disability aged from 18 to 87 years old



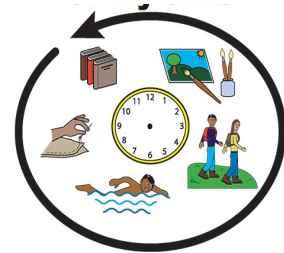
Every person we support has a one page profile, together with an individual, up to date, support plan and linked risk assessments

## Services people want

**315** people supported in their own homes through supported living services

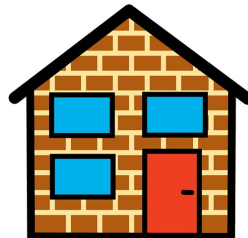


**579** places offering meaningful activities each day

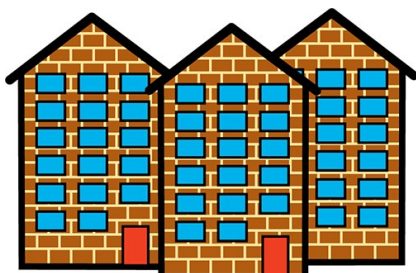


## At the heart of communities

Providing support at **174** houses, bungalows and flats



Working from **29** main hubs and community bases throughout Leeds

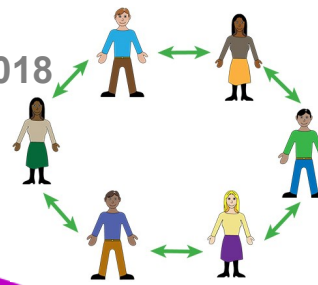


Delivering our respite and emergency services from **5** properties across Leeds



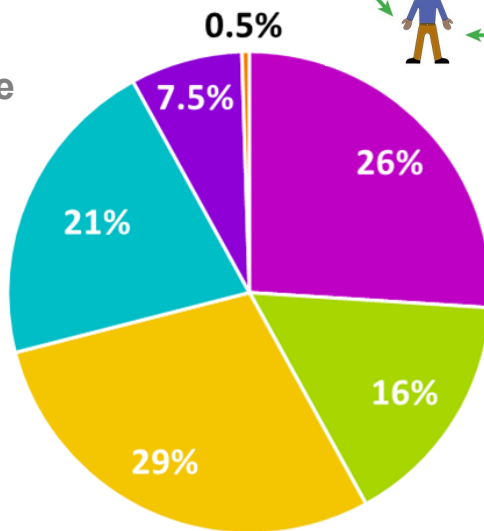
# Colleagues making the difference

**763** members of staff as at 31st March 2018



## Years of service

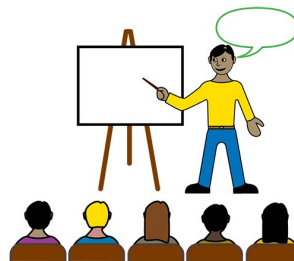
- 0 to 5 yrs
- 5 to 10 yrs
- 10 to 20 yrs
- 20 to 30 yrs
- 30 to 40 yrs
- 40 yrs +



**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



**28** Changing Places



**202** Safe Places



Customers and staff raised more than **£10,000** for good causes

# Letter from the Chair

“The inspection reports from CQC for our supported living services and respite services are testament to the quality of Aspire’s care and support services.”

Dear Member



Welcome to our Annual Report for 2017-18.

It’s hard to believe that we have now been operating for three years. As Chair of the Board I am proud to say that, yet again, Aspire has had another successful year working alongside people with learning disabilities, family carers, commissioners of services and partner organisations. I know from the discussions that I have with both the people we support and front line staff that person centred support is at the heart of everything that we do, helping individuals to reach their potential.

Throughout this annual plan you will find a number of great examples of how we have supported people to achieve their own personal goals. Building on the solid local foundations, I am really pleased that Aspire is now getting recognition at a national level through the Great British Care ‘Newcomer of the Year’ Award.

I am delighted that at the AGM this year we will again be recognising the achievements of staff through our 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.

As a Board we have reached the end of our first three years and are now recruiting new members from each of our cohorts: the people we support, staff elected by their peers, trades union nominated staff representatives, local Councillors and non-executive directors. I would like to thank those who have served Aspire and the Board well in the first three years and welcome the new Board members as we take Aspire forward.



*S. M. Dunham*

**Sheila Dunham**  
Chair of Board of Directors



# Letter from the Finance Committee

“Our success at controlling the budget has not only enabled us to pass on savings to commissioners, but also invest in our staff and services.”

Dear Member



On behalf of the Finance Committee I am really pleased to be able to report that we have had another well run year where we have managed to both invest into our front line service delivery and achieve a small operating surplus.

Our financial strategy continues to be achieving steady, manageable growth whilst keeping our cost base under control. Again this year we have managed to take on new work which in turn has enabled us to both take on more staff and provide opportunities for existing staff to

move from part-time to full-time employment. It has also enabled us to have less reliance on agency staffing which in turn helps us provide greater consistency to the people we support. Our overall employment package, including our ongoing commitment to paying the Living Wage Foundation's Living Wage, is one of the reasons why we are still able to attract and retain a high calibre of care staff.

I am pleased that the financial procedures to support customers have been updated and that the training on these is being rolled out to all staff, as we all have a responsibility to ensure that the people we support are enabled to maintain their optimum level of independence whilst we also safeguard them from any potential harm and safeguard staff in their handling of peoples' monies. It is also reassuring that our Risk Management policy was found to be robust through the auditing process.

It is important that we continue to have good financial management in place and that we continue to develop a sure financial footing from which we can move forward with confidence.

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

“Our services are built on the relationships we have with people and it’s the quality of these relationships that gives me the greatest sense of pride .”

Dear Member



It is a pleasure to reflect on this past year of operation and celebrate what has been achieved.

Aspire has grown during the year, taking on the provision of Becklin Café and Templegate supported living service, successfully recruited new staff to fill our vacant hours and supported a further 90 staff to move from part time to full time employment.

We have taken great care to integrate the new services into Aspire. To this end some of our experienced existing members of staff opted to move into the new supported living service to form a new team with the new employees. This ensured we maintained our standards for providing high quality services. The success of this approach has been validated by the Care Quality Commission who rated all our supported living and respite services as ‘Good’ in their most recent inspections. We also achieved national recognition in the Great British Care Awards and, almost overwhelmingly, the feedback we receive from the people we support, family carers, our staff and a range of stakeholders through the annual satisfaction surveys is extremely positive.

We have put on countless events throughout the year, raised thousands of pounds for good causes and have partnerships with over 30 local organisations including Leeds City Council, Leeds & York Partnership Foundation Trust, Leeds Rhinos Foundation and many third sector organisations working at the heart of the communities we serve. We are committed to the city's ambition for Leeds to be the best place to live and work for everyone and our particular focus is to ensure that this becomes a reality for the people we support and their families.

All this has been achieved whilst proactively controlling our budget and investing in our staff and organisation through a comprehensive programme of training and service improvement. We have also made our Commitment to Carers and developed an action plan to deliver on our pledges.

I am grateful to everyone who supports Aspire and the work that we do, and would like to say a special thank you to members of the Board for their continued guidance and support, and to staff for their hard work and commitment.



**Andy Rawnsley**  
Chief Executive



# Highlights of the Year 2017-18



## Provider of Choice

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



*"The impression given was of a service that was centred on the people and what they wanted to do."*

CQC Inspection Report for South/South East Community Support Service, 6 December 2017 (page 15)

All Aspire's supported living services and respite services were inspected by the regulator of care and support services, the Care Quality Commission (CQC) during 2017/18. We're delighted to report that every service was rated as good in all key lines of enquiry. We are very proud of this achievement, particularly given that the inspections were conducted under CQC's new regulatory framework. The full inspection reports make fantastic reading and links to these can be found on our website.



This year Aspire signed up to the Leeds Commitment to Carers. We are meeting our pledge by:

- Continuing to run information sessions for family carers;
- Providing carer awareness training for all staff; and
- Ensuring we are aware of the caring responsibilities of staff



Our long-established Customer Council provides an opportunity for the people we support to be involved in real decision making. Three of the Customer Councillors are on Aspire's Board of Directors and have full voting rights.

Our team of Involvement Coordinators offer additional support to people to enable them to fully engage on the Board, the Customer Council and with completing annual satisfaction surveys. Throughout the year we undertook four surveys: one with the people we support, one with family carers, one with key stakeholders and one with staff. For the first time, both the customer and stakeholder surveys were issued in electronic format. Again this year the results indicated that satisfaction levels across all our services remain consistently very high.

We review our policies and procedures regularly and update these as necessary. This year we have developed a new Reserves Policy and a new Health and Wellbeing Policy.



Aspire has joined the Mindful Employer Scheme. We continue to invest in Restorative Practice training for staff in leadership positions and have also adopted a values-based recruitment process to enable us to identify the best candidates for posts within the organisation.

We continue to offer a competitive employment package which, in March 2018, enabled us to appoint our 200th new member of staff since we spun out in August 2015.

Aspire picked up a prestigious trophy at the national finals of the Great British Care Awards 2018 when Jack Homer, a support worker based at Potternewton day service, was the winner of the Care Newcomer of the Year title.

Through the winter of 2017/18 Britain was hit by snow and storms, but our services kept running as staff battled the weather conditions - for hours in some instances - to make it into work. This is a great reflection of the effort and energy that frontline staff put into their role each and every day.



## 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.



*"I'm always struck by the quality of support you give. Staff always show kindness as well as thoughtfulness and respect."*

Comment from Carer Satisfaction Survey 2018

The majority of Aspire's budget is invested into staffing. We therefore maintain a strong and continuous focus on this to ensure that we have the right people in the right place at the right time and within budget. Ninety members of staff have successfully applied to increase from part-time to full-time hours during the year, a further nine people have gained a promotion and we have recruited externally to fill vacant posts with our minimum entry level being the Living Wage Foundation's Living Wage. All this activity has led to a significant reduction in our use of overtime and agency staffing. This has not only had a positive impact on costs, but has improved the quality of our services through greater consistency in the support we delivered.



We invested in our staff through an extensive range of mandatory, elective and refresher training throughout the year. Through apprenticeships and the *We Care Academy* we support the care workers of the future to begin their career by stepping into the field. In addition, we welcomed a further 30 student nurses from Leeds Beckett University on work placement thus ensuring some nurses in the future will have an awareness of the needs of people with a learning disability when they attend hospital, clinics or other healthcare services.





New legislation was introduced in 2017 requiring all employers with 250 or more employees to publish statutory calculations each year showing how large the pay gap is between their male and female employees. Although we still have some work to do, our published Gender Pay Gap report is a really positive report showing our median gender pay gap at only 1%. The report is available to read in the publications section of our website.

The measures we have taken to maintain control of the budget has enabled us to achieve a modest surplus in 2017/18 whilst continuing to provide good value for money to the commissioners of our services. This has enabled us to purchase some special items of equipment, over and above the regular things that we buy each year, that staff have identified as being 'nice to have'; we therefore bought two people carrier vehicles - one of which is adapted for wheelchairs. These cars are for use by staff and customers to go on outings and/or holidays. We also purchased a refrigerated van to enable the Becklin Café to make external catering deliveries.



## 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.



*"After nearly 40 years of working with people with a learning disability I still love my job!"*

Comment from Staff Satisfaction Survey 2018



We actively explore opportunities for Aspire to grow and are currently working in partnership with NHS England with regard to options for delivering new supported living services to people with complex needs who are seeking to return to live in Leeds under the Transforming Care Programme.

Demand for Aspire's care and support services has continued to grow. Our supported living services ran at 96% capacity, day services were at 85% capacity and the respite and crisis services ran at 95% and 100% respectively.

We provided an average of 2725 hours of 1 to 1 support each week during the year over and above our main contract, which is a rise of just over 500 hours per week.



Aspire took over the running of two services from other providers who were struggling to stay in the sector. Becklin Café and Templegate supported living service, both of which involved a TUPE transfer-in of existing staff.

The café is situated close to St. James' Hospital and is our third full-time café. It provides work experience opportunities for six people who attend our day services in the east of Leeds. This venture has enabled Aspire to begin delivering an external catering service which is proving to be very popular.

Following extensive research and preparation, our pilot for the use of Individual Service Funds was launched. Once complete, we will work with Care Managers to assess the outcomes of the pilot and decide whether the model could be rolled out further.





This year we reached the third anniversary of establishing our Board of Directors. Therefore, in accordance with Aspire's Rules, we began the process of rotating the Directors.

We would like to take this opportunity to thank Linda McBride (customer director), Alan Kenworthy and Billy Guy (staff directors), Aidan Canning (Trade Union nominated staff director), Cllr. Christine Macniven (elected member director) and Mike Longfellow (non-executive director) for their contributions. Also, thank you to Cllr. Graham Latty who has taken a break from the Board during his term of office as Lord Mayor of Leeds.

## 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.



*"Aspire raises the profile of people with a learning disability in the city of Leeds."*

Comment from Stakeholder Survey 2017



Aspire plays an active part in the community of Leeds: employing 763 people, providing work placements, taking our smoothie bikes to charitable events, raising money for good causes and hosting several large-scale activity days for people with a learning disability. These provide an important opportunity for the people we support to regularly meet up with friends from across Aspire and other organisations.

Aspire leads on the development of Changing Place toilet facilities across Leeds and, to date, we have 28 facilities registered with the national Changing Place Consortium. This year we published a new booklet which provides details of opening times and access information for each Changing Place.





We have continued to develop and broaden our partnerships across the city with a number of third sector and faith organisations, private businesses and the universities, as well as our core relationships with the statutory sector. Successful partnership working is integral to Aspire's style of working and the people we support benefit from these partnerships by having access to experts in the fields of sport, music, theatre, dance, horticulture and art.



We do our bit to contribute to making Leeds a great place to live and work. This year we supported the White Ribbon Campaign against violence towards women. Aspire also supported the Leeds bid to become the 2023 City of Culture and our rock and pop band, Sky Fallers, played at the public launch event.

Numerous fund raising events have been held with donations being made to a wide range of organisations including St. Gemma's Hospice, Macmillan Cancer Care, Caring Together, Cats Protection League, St. George's Crypt, Salvation Army, YAMSEN and Oggles Hedgehog Hospital.

Aspire leads the Safe Places Scheme in Leeds and has forged links with the campaign against Hate Crime in the city to gain benefits from working more collaboratively in the future.



*"Aspire provides placements for people to gain work experience which are beneficial and a sound learning opportunity."*

Comment from Stakeholder Survey 2017

# Key Performance

## Indicators

**35**

Number of compliments received

**8**

Number of RIDDOR reportable incidents

**16**

Number of complaints received

**7**

Number of safeguarding investigations started during the year

**100%**

Percentage of up to date needs and risk assessments

**98%**

Percentage of supervisions and appraisals completed on target

**99%**

Percentage of people we support with a Support Plan in place

**37**

Number of people for whom there is an agreed restrictive intervention in place

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 2018

I take my duties of being on the Customer Council very seriously and I like to speak out.

I have been collecting holiday brochures so that I can decide where I would like to go. I think I would like to go to Spain.

I like attending my base. I have made some really good friends. The staff support me and they make me feel happy.

It's really important that I volunteer for the Yorkshire cycle event. I love wearing the outfit and being involved in helping.

My dad can't take me to see Leeds United anymore, but staff are now taking me which makes me happy.

I work at the White House Café and I am very good at my job.

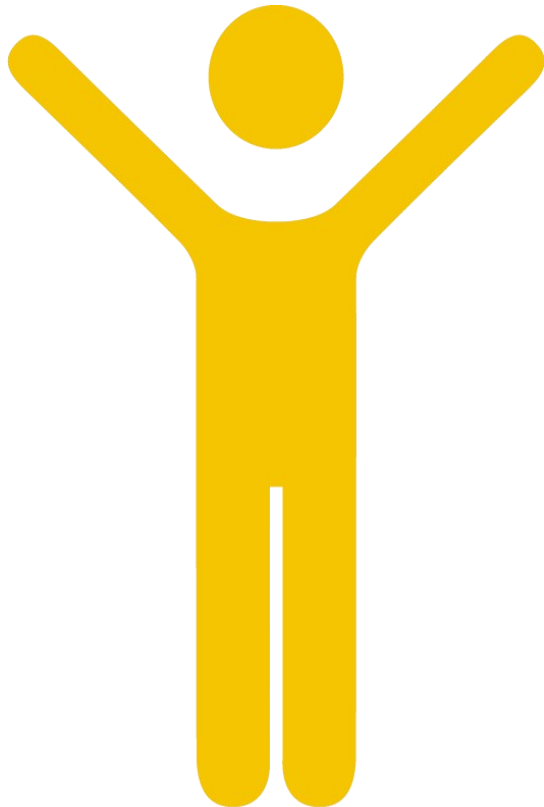
I like my keyworker.

I've recently had my bedroom decorated and all new furniture. It looks beautiful.

I enjoy doing rugby. I play Tag Rugby and scored a try.

It's my review next week, I think it will be a very good one.





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



**@AspireCBS**