



# Aspire Community Benefit Society

Annual Plan 2022/23



It's always a pleasure to introduce our Annual Plan which both looks back and celebrates the achievements of the previous 12 months, as well as sets out our goals for the year ahead.

I'm incredibly proud of the way staff have responded to the pandemic. They have shown determination, compassion and creativity and, most importantly, kindness, in supporting people through lockdowns and restrictions; they have continued to deliver person-centred, face to face support to people - day in/day out - and

been incredibly flexible by opting to work in different locations to their usual one. Through joined-up working I have seen the links between and across services and partnerships strengthen.

The people we support have shown great resilience, many developing new skills in using enabling technology to participate in our programme of in-person and online activities. Happily, many of the actions we have taken have ensured that the vast majority of the people we support have not only remained safe, but also have stayed well, active and connected with family and friends. Family carers have often borne the greatest burden of the pandemic, particularly when services have had to pause. I never cease to be amazed by the patience and grit of families and would like to thank them for their understanding and support.

It is good that we appear to be coming out of the most challenging period and that we are all now learning to live with Covid and all the challenges that it can bring to our daily lives. It is lovely to once again see people engaging in their local communities, whether that be participating in a range of cultural events such as Pride, through to sporting events like the Leeds half marathon. For others it has been going to watch the Rhinos or cheering Leeds United on to another year in the Premiership. I'm looking forward to the return of many of our face to face events during Leeds Learning Disability Week, with the Picnic in the Park at Temple Newsam being a particular favourite. Later in the year we will be hosting our very own Commonwealth Games event as well as, once again, putting on a tag Rugby event with the Rhinos Foundation.

There is always lots to do, and the coming year will see us transfer from our existing block contract arrangements to more personalised funding reflecting the services that we deliver. Our action plan at the end of this booklet highlights this and our other key priorities for the year ahead.

On a personal note, as you may be aware, I have been struggling with ill health for some time which has led me to make the difficult decision to retire at the end of the summer, and earlier than I had planned. I am, however, confident that I am leaving Aspire in good hands, with an excellent new Chief Executive, a committed, experienced and competent team of managers and a compassionate and dedicated staff team, all supported by a fantastic Board.

I would like to take this opportunity to thank everyone for your

ongoing support, messages of goodwill and mostly for the trust that has been placed in me as the custodian of this great service. Aspire has a special place in my life and my heart and I wish you and everyone connected with Aspire all the best for the future.



**Andy Rawnsley**  
Chief Executive

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

**Front cover:** Simon, supported by Phil, enjoying the sun over lunch in the Peace Gardens.

**Back cover:** Customers and staff from Endecliffe setting off for a walk for our Big Yellow Sunflower Day of Movement.



**Above:** Richard and Rajesh delighted to be live at the footie.

**Below:** A lovely walk for Stephen around Temple Newsam.



We have developed and maintain strong community links with numerous organisations and work with a wide range of public, private, faith and third sector partners including:



# About Aspire

Aspire Community Benefit Society provides care and support services to adults with a learning disability across Leeds. We are a not-for-profit social enterprise with the purpose of enhancing the quality of the lives of the people we support.

We support people to build on their strengths and encourage them to play an active part in the communities in which they live, taking advantage of all the opportunities offered by living in the diverse and vibrant city of Leeds. Putting people at the heart of everything we do, we empower the people we support to be as independent as possible. People we support have places on our Board and on the Customer Council. We seek feedback from meetings and surveys and ensure that the people who use our services have real influence over decisions that are made within Aspire.

We support people with a wide range of additional support needs including physical disabilities, complex needs, behaviours that challenge, sensory impairments and people on the autistic spectrum. Our aim is to safeguard people from avoidable harm whilst supporting them in positive risk taking, decision making and choice.



## Antony said:

“I’m proud of what I have achieved since moving to my supported living service. I stayed in my bedroom at first, wouldn’t go outdoors and didn’t like mixing with people. With support I’m now taking care of myself. I enjoy painting, going out in the car and am taking short walks which is a great success for me.”

# Our Services



**Above:** Graham mask making with West Yorkshire Artlink

**Below:** Dani working on the Hillside base Christmas video

Aspire supports more than 850 adults with a learning disability, and their family carers, through the provision of day services, supported living services including specialised services, respite and emergency services.

We are committed to ensuring people receive excellent, responsive and flexible services which are safe, effective and caring. These services build on people's strengths ensuring they have opportunities to take informed risks and to live, to learn and to play an active and meaningful role in their local communities.

Our person-centred support plans ensure the people we support are treated as individuals, have a lifestyle which promotes independence, are offered choice and are empowered to have greater control and influence over their lives.

We take pride in the strong relationships we develop with the people we support, their family carers and others. This enables us to provide high quality care and support services, built on a thorough understanding of the needs and wishes of each person we support, and to link people to assets in their communities.



# Day Services

Our day services support over 700 people through a mixture of buildings-based services, community support and online activities. Dependent on assessed needs, the people we support may attend one or more of our day services for between one and five days per week. Around half of the people who use our day services live at home with family carers.

We operate from three specialist centres, three community cafes and over 20 bases co-located within community facilities throughout Leeds. These services support people to lead fulfilling lives by engaging in healthy, safe and purposeful daytime activities. Being at the heart of communities enables us to promote opportunities for social inclusion and to deliver services to people close to where they live. The Covid pandemic provided the catalyst for us to also deliver a range of online services supporting people to be active and to stay connected with family and friends across Aspire.

We proactively work in partnership with a wide range of organisations to lead and/or co-produce events, ensuring a diverse programme of activities and opportunities is available.



## Zoe's story:

Zoe won the 'Aspire Does X Factor' competition with her fabulous dancing. Whilst shielding she couldn't go to her day service for a while during Covid, but loved joining in with the online activities. This enabled her to keep in touch with her friends.

# Supported Living



**Above:** Chloe overcame her fears for her annual health check

**Below:** John enjoyed seeing the artwork at Halifax Piece Hall.



Our supported living service ensures over 320 people with a learning disability are offered the right support, at the right time, to enable them to live in their own homes, either individually or in small group settings.

We support people to live as independently as possible within their communities in over 100 houses, bungalows and small blocks of flats located across Leeds and, in 2020, we opened a new service in the Armley area specifically to meet the needs of people with behaviours that challenge.

The package of support we provide to each person is dependent on their assessed needs. Support can range from personal care provided 24 hours each day, 7 days per week, through to regular visits for a few hours each week in order to provide support and advice on all aspects of independent living; this may include dealing with a tenancy, paying bills, attending appointments and also support to access and engage with the local community.

**Our supported living, respite and crisis services are all registered with the Care Quality Commission, the national regulator of health and social care services.**



# Respite & Crisis

We deliver our respite service from four buildings across Leeds. More than 200 people with a learning disability are able to take short stay breaks away from their family home throughout the year. This enables family carers to have a planned respite from their caring role.

In addition, our purpose-built crisis unit enables us to provide a place to stay for up to five people in the event that an emergency situation occurs, such as a family carer falling ill. Having a place to stay in such circumstances offers some stability for the person we support. Stays are usually for up to three months. This provides time to undertake planning for the future so that appropriate arrangements can be made for the person to return home when their family carer is well again or access alternative long-term accommodation, if this is required.

**CQC regularly inspect our services to ensure they meet the required standards and links to the inspection reports can be found on our website at: [www.aspirecbs.org.uk](http://www.aspirecbs.org.uk)**



## Hilary said:

“When our youngest son, Dan, passed away unexpectedly we really appreciated the support we received from Aspire. Our two older sons access other Aspire services where they always have someone there when needed during this dreadful time. Aspire went above and beyond in agreeing to film the Celebration of Dan’s life for us to share with family and friends around the world.”<sup>9</sup>

# Being Safe



**Above:** Edgar has been very busy creating hand collages.

**Below:** Elena and Liam enjoying a relaxing pamper session.



Throughout the year we have continued to monitor the government's ever changing guidance on Covid, updating our policies, procedures and protocols to reflect the changes. We have reviewed our suite of Covid-related protocols and consolidated these into working documents that will support delivery of our services in the future.

We have complied with the government's specific guidance for Health and Social Care settings and continued to ensure our approach to self-isolation, receiving visitors and lateral flow testing plus individual Covid Risk Assessments are up to date.

When the law changed making it a legal requirement for us to deploy only vaccinated staff in our respite services, we supported staff through this process of major change, providing redeployment opportunities where necessary. We followed the process again in respect of staff in our supported living services. The government has now withdrawn the legislation across health and social care.

Aspire has joined the Infection Control Champions national initiative. We undertook an Infection Prevention and Control audit in all our respite services during the year and this annual audit will be extended across all our services in the coming year.

■ Recruitment has been ongoing throughout the year with 149 interviews taking place from which 77 people were successful. We are working with three new employment agencies who place people into permanent posts and have commissioned three short recruitment videos for sharing to social media.

■ We have developed a new safeguarding competency assessment for staff which has been rolled out across Aspire.

■ Service validation visits of our safeguarding process have been undertaken by an independent organisation. The feedback from these visits was generally good and we are following-up the small number of issues that were identified.

■ Aspire has benefitted from a share of the government's Recruitment and Retention funding and we used this money to bring forward the annual uplift in pay for our frontline staff on Real Living Wage rates.

■ We have updated our service review document to be more service focussed and added these to service managers' appraisals to ensure valuable knowledge is retained when managers retire.

■ A large number of Health & Safety policies and procedures have been updated. The Moving & Handling policy will include a competency assessment and we will have a LOLER database.

■ As at 31 March 2022 88% of our staff and 85% of the people we support had been vaccinated against Covid.



## Audby's story:

People living at our Wetherby service were devastated when their much-loved local pub closed during Covid, so they decided to open their own! They converted a shed in the garden into a bar and *The Templars* opened in time for Ian's 80th birthday - complete with fairy lights and a bell to call time. It's become a popular social hub at Audby. 11

# Being Effective



**Above:** Philip getting creative at Bramley Day Service.

**Below:** Shabana is chatting to our Chief Executive over Zoom.



■ We put in place a Day Services Recovery Plan which enabled us to respond to changing Covid guidance and individual needs. We have steadily and safely managed our day services recovery through a variety of measures including ‘bubbles’, wearing Personal Protective Equipment (PPE), regular testing and diligent cleaning regimes. We have re-introduced people back to services in a planned way, prioritising people who live at home with family carers. This approach has enabled us to minimise the number of Covid positive cases and limit the spread of the virus across our service locations.

■ We have continued to offer respite services throughout the pandemic and organised the services to respond to changing demands with family group stays, gender-based weeks and friendship groups. New people have also been welcomed into the service. In addition, the willingness of day services staff to temporarily move into supported living services has enabled these services to continue and the people we support have been able to maintain links with their day service staff.

■ We are working in partnership with Leeds City Council and the Leeds Rhinos Foundation to support people to participate in the Accessible Try Club. This is a programme to help people understand the importance of a balanced diet, good nutrition and regular exercise.

Lockdowns and restrictions have not prevented our cross-service events such as Leeds Learning Disability Week and pumpkin plus Christmas card design competitions, all of which were undertaken online. Our online programme of activities - a mixture of live Zoom events and recordings - continues to be enjoyed by people we support and staff whilst at day services and from home.

We have joined the Diabetes Care Working Group and are developing an add-on for support plans in respect of diabetes. We have also joined the Cancer and Learning Disability Task Group.

Our new Specialised Service based in Armley has fully opened with all 14 people having moved into their new properties after a significant delay due to Covid. The service is going from strength to strength and had two wins at the Aspire STAR Awards 2021: Colleague of the Year and Team of the Year.

People we support have been encouraged to participate in the annual health check survey undertaken by Public Health Leeds.

We continue to grow our own talent within services and, following the retirement of some managers, several people have successfully gained promotion. This year we reduced our buying-back of some HR functions from Leeds City Council and have re-invested the money into expanding our in-house HR team to support training and casework. This has already proved invaluable throughout the Covid pandemic in enabling us to respond quickly to changing guidance and situations.



### Paul's story:

If it is difficult to know when Paul needs to see a doctor. As a result he was constantly going to A&E. Then Church Lane supported living service joined a pilot for using pulse oximeters. Now staff can compare Paul's reading against his baseline oxygen level and a check list of early warning signs. They are now more confident about when to call the doctor and Paul's visits to hospital have reduced.

# Being Caring



**Above:** Looking lovely in lemon is Heather on our Sunflower walk

**Below:** Michael spotted spooky goings on at Scotthall respite.



■ During the pandemic, many of us were not able to attend the funeral of someone important to us. Therefore, we held an online commemoration event which enabled friends and families to share in a celebration of the lives of the people we support and staff who had passed away during the year.

■ In recognition of the fantastic way the people we support have come through the challenges throughout the year, we awarded every person a 'I Coped with Covid' certificate together with a unique Aspire pin badge.

■ We have been exploring a number of Diversity, Equality and Inclusions training courses to identify the right one for building into our training strategy for all staff. Our Black, Asian and Minority Ethnic (BAME) staff group is supporting this piece of work and is also contributing to the Aspire Professional Boundaries training.

■ A review of our support plans is being undertaken. We are also reviewing our approach to culturally appropriate care to ensure that appropriate information in respect of this is consistently recorded within individual support plans.

■ Engagement via Facebook has continued to prove very popular, not only with the people we support, but also with family carers and staff throughout the year. Not only has this enabled people to keep in touch, but the private groups have proved to be a fantastic platform for people to share their news, achievements, photographs and videos with a wide audience. To support this, and the expansion of our online programme of activities, we have invested into improving Wi-Fi access and put in place a great deal of new IT kit.

■ In recognition of the fantastic achievements of staff in keeping services running and the people we support safe, active and connected, the Board awarded each member of staff a £100 gift card.

■ We have opted to use our share of the Integrated Care Funding to bring forward a pay-rise for staff on the Real Living Wage Foundation's Living Wage rate of pay. The increase which had been due to be paid from 1st April 2022 was therefore backdated to 1st December 2021.

■ We have also increased the payment for working on weekends by £1 per hour plus we paid enhanced rates to all frontline staff who worked over Christmas and the New Year.



### **Irene said:**

“In the past I was often reluctant to join in gym activities but, since returning to day services after Covid, I now really enjoy going. I use a rollator for walking which I park next to the equipment. I will have a go at everything! My favourite is cycling. I like to watch the scenery go past on the screen as I cycle.”

# Being Responsive



**Above:** Jane has discovered the dominos app on her tablet.

**Below:** Valentine's Day 'Rat Pack': Philip, Chris and Leslie



Throughout the year we have monitored the impact of the pandemic and responded promptly when the number of positive cases amongst staff rose dramatically. In pausing day services we put in place support for families with critical support needs and kept our supported living, respite and a small number of other services running.

Whilst the majority of our staff have been vaccinated against Covid, a minority of people have been hesitant to do so. To support them in making a decision about whether or not to have the jab, we invited professionals from Public Health Leeds to deliver sessions enabling staff to raise their questions and concerns in a safe environment.

We have appointed an Involvement Coordinator (Health and Wellbeing) together with an Involvement Coordinator (Online Activities) to deliver city-wide projects to the people we support. These roles will be supplemented by a further two Involvement Coordinators in the coming year who will lead on employment for people we support and partnerships.



■ We have created a new Deputy Chief Executive post to strengthen the Senior Leadership team.

■ A positive outcome from the Covid pandemic has been the increased willingness to undertake joint working across and within the services. Staff from day services have worked in supported living services which has not only enabled them to stay in touch with the people they support whilst day services were paused, but has also brought a deeper understanding between staff of each other's roles. New support networks have been forged which can only deepen the bond between services.

■ Once again, we undertook a Covid-19 themed satisfaction survey focussed on asking people's views about our response to the Covid pandemic. A total of 705 surveys were returned across all four groups surveyed (people we support, family carers, staff and partner organisations). More than half of the responses were completed online and feedback indicated overall, ongoing, very high levels of satisfaction, ranging between 96% and 100%.



### **Maxine said:**

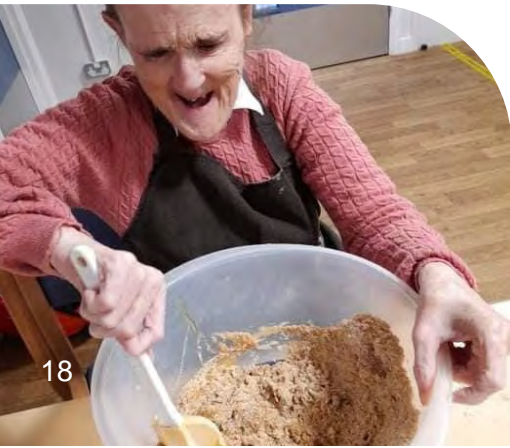
“I moved into my new flat just before the Covid pandemic. This wasn't easy for me at first. I really like my new home. I do lots of activities each week. I joined in the fundraising for Comic Relief and I've just achieved a personal goal: being the news presenter for Aspire's newsletter.”

# Being Well Led



**Above:** Anyone for tennis? Tom has discovered a new sport.

**Below:** Looks like Kathy is looking forward to her biscuits.



■ We held our Staff Achievement and Recognition (STAR) Awards at which twenty members of staff picked up their long service awards for achieving 25 years of service. Seventy-seven members of staff were nominated by their managers or colleagues for one of five individual awards and thirteen services were nominated for the Team of the Year award.

■ We published our Governance Framework which explains how Aspire works: how we are organised, governed and regulated in order to serve the people we support and the wider communities in which we operate.

■ Our contract to deliver services on behalf of the Council has been extended in preparation for moving people onto individualised contracts. Advonet undertook a consultation about the move from block contracts with people we support, family carers and stakeholders and their report was very positive. Work has been ongoing throughout the year to prepare for the move to personalised budgets and on updating our Service Level Agreements.

■ We have subscribed to Wrigley Solicitors employment law and HR service. This helpline provides us with fast access to indemnified legal advice.

■ Despite the challenges of Covid, we made a surplus during the year ending 31st March 2021 and chose to give £317,000 back to the Council to support the city of Leeds in dealing with the financial pressures it faces in dealing with the pandemic.

■ At the 2021 AGM our Chair, Sheila Dunham, stepped down after leading the Board since Aspire's launch in 2015. We thank Sheila for her dedication, guidance and support. Dennis Holmes, a current Non-Executive Director, has taken over the role as Chair.

■ In accordance with Aspire's Rules, one person from each of our director groups must step down each year. Therefore, we said goodbye and thank you to Des (customer representative), Victoria, Sandra (staff representatives), Carol (staff Trade Union representative) and Cllr. Asghar Khan (Leeds City Council representative). In their places we welcomed new directors to the Board: Gareth (customer), John and Laura (staff), Ann-Marie (staff trade union) and Cllr. Kevin Ritchie (Leeds City Council).

■ This year we have again invested our surplus monies for the benefit of the people we support and our services. This includes buying two new cars for use in supported living services, more defibrillators so they are installed in all our service buildings and a large quantity of IT and electronic equipment. We have also replaced the maintenance operative's diesel van with an electric version and installed several electric vehicle charging points around the city.



### **Alison said:**

“When I had a mammogram they found a cancerous lump. After talking with my support staff and GP I decided to have my breast removed. I also had a long course of chemotherapy. Now I'm really well. I've been given the 'all clear' and am back at my day service. I want everyone to know my story to encourage other people to have regular checks.”

# Meet the Board

## Non-executive Directors:



Dennis Holmes  
(Chair)



Caro  
Crawford



Sheila  
Dunham



Steve  
Johns



Sam  
Pawson

## LCC Directors:



Cllr Sam  
Firth



Cllr Stewart  
Golton



Cllr Kevin  
Ritchie

## Customer Directors:



Nicola  
Adamson



Babs  
Flaherty



Gareth  
Nicholson

## Staff Directors:



Kathryn  
Mitchell



John  
Neri



Laura  
Redman

## Staff Trade Unions Directors:



Ann-Marie  
Beckles



Stephen  
Farnill



Jackie  
Firth

# Our 2022/23 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
<b>Being Safe</b>				
Support people to stay safe	Proactively work with the people we support to safeguard them from avoidable harm whilst supporting them in positive risk taking, decision making and choice by ensuring all risk assessments and best interest decisions are up to date.	Ongoing	All frontline staff	Local Management Teams
	Ensure that a robust safeguarding culture and practice is embedded across the organisation through our safeguarding champions' network.	Ongoing	Deputy Chief Executive; Operations Director	Chief Executive
Maintain Covid safe environments	Extend Infection Prevention and Control audits to include non-registered services.	Sept 2022	Quality Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Safe</b>				
Maintain Covid safe environments	Follow Covid-specific policies, procedures and guidance to maintain safe environments for all.	Ongoing	All staff	All Management Teams
Further embed a strong health and safety culture across the organisation	Update all our existing health and safety policies and procedures to identify new opportunities to improve compliance and quality.	June 2022	Health & Safety Manager	Deputy Chief Executive
Further develop our systems for monitoring and improving quality	Develop an audit system to provide a measurable means of monitoring and improving health and safety performance.	June 2022	Health & Safety Manager	Chief Executive
	Develop an audit system to keep track of trends, follow up quality improvement actions and measure outcomes, keeping quality within services a live subject.	Nov 2022	Quality Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Safe</b>				
Prioritise medication training for staff	All operational staff to complete Level 3 Medication with Practical Competencies training (full day or half day refresher).	March 2023	HR Advisor (Learning & Development)	Deputy Chief Executive
<b>Being Effective</b>				
Ensure we have the right staff in the right place	Establish a new booking system for respite services.	May 2022	Systems Manager	Chief Executive
	Develop and roll out training on an e-roster system to provide up-to-the-minute data for the management of staff rotas.	June 2022	Systems Manager	Operations Director
	Ensure our recruitment programme continues to grow through targeted recruitment activities.	Ongoing	Resourcing Manager	Deputy Chief Executive
	Update and distribute Aspire's staff handbook.	August 2022	Communications Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Effective</b>				
Ensure staff have the right skills to do their job effectively	Develop a strong Learning and Development Strategy for 2022/23 including the return of face-to-face courses and training on the new health & safety policies.	July 2022	Deputy Chief Executive; HR Advisor	Chief Executive
Be a learning organisation	Establish a Good Practice Library to record learning and to evidence and share good practice.	July 2022	Communications Manager; Quality Manager; Senior Area Managers	Operations Director
	Ensure that the performance management framework is fully embedded across all services.	Ongoing	All team managers	Operations Director
Ensure modern ways of working	Oversee the upgrade to Office 365 and support staff to make the switch to a new way of working.	June 2022	Systems Manager	Deputy Chief Executive



Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Effective</b>				
Ensure our documentation is fit-for-purpose	Review support plan, additions and annual review documents to include key questions relating to culturally appropriate care.	December 2022	Quality Manager	Operations Director
	Update our approach to service reviews, moving to continuous assessment rather than annual inspections.	May 2022	Senior Area Managers; Quality Manager	Deputy Chief Executive
<b>Being Caring</b>				
Our services are person-centred	Every person who uses Aspire's 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; Senior Support Workers; Support Leaders; Service Managers	Area Managers; Senior Area Managers
Ensure family carers are supported	Re-establish information and support sessions for family carers.	July 2022	Communications Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Caring</b>				
Opportunities for people we support to be involved and engaged	Ensure a structure is in place to effectively support and coordinate customer involvement activity including development of an Employment Strategy.	May 2022	Deputy Chief Executive	Chief Executive
	Ensure we continue to co-produce support documents in partnership with the people we support, and that frontline staff have access to training that enables them to develop skills in this area.	Ongoing	Senior Area Managers	Deputy Chief Executive
Support people with their mental health	Be mindful of the negative impact the pandemic may have on people's mental health and provide support.	Ongoing	All staff inc. Mental Health First Aiders	HR Manager
Promote community inclusion	Review our Changing Places booklet to provide updated information.	July 2022	Communications Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Caring</b>				
Ensure the people we support have choices	People we support in our supported living services are able to take at least one short break/holiday this year, Covid rules permitting	March 2023	Support Workers; Senior Support Workers; Support Leaders; Service Managers	Area Managers; Senior Area Managers
	Continue to implement our Covid Recovery Plan plus expand our programme of online activities as a complementary activity to buildings-based day services.	May 2022	Operations Manager; Communications Manager; Involvement Co-ordinator	Chief Executive
	Deliver Aspire's contribution to Leeds Learning Disability Week 2021, through a mixed programme of online activities and outdoor events, and support people to attend.	June 2022	Communications Manager; Involvement Coordinators; Frontline staff	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Caring</b>				
Better health outcomes for the people we support	Work collaboratively with partners to support people to achieve better health outcomes, e.g. health screening, diabetes, weight, lifestyle choices etc.	Ongoing	All frontline staff; Quality Manager	Operations Director
	Develop a system for ensuring people do not miss opportunities for health screening.	July 2022	Service Managers; Area Managers; Senior Area Mgrs; Quality Manager	Operations Director
Share information about Aspire's services	Publish information booklets detailing what we can offer prospective users of each services.	May 2022	Communications Manager	Chief Executive
Be an employer of choice in Leeds	Review and introduce quality marks and accreditations including Investors in People, Living Wage Foundation, Stonewall, Mindwell etc.membership.	Ongoing	HR Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Responsive</b>				
Recovering after Covid to ensure our services are fit for purpose	Steer the organisation safely through the transition out of the pandemic, continue to manage the Covid risk and be responsive to people's needs.	March 2023	Operations Director; Deputy Chief Executive; Chief Executive	Board of Directors
	Review day services buildings to ensure that they meet local demand.	July 2022	Operations Director; Deputy Chief Executive; Chief Executive	Board of Directors
Be an inclusive employer	Complete the roll out of equality, diversity and inclusion training for managers.	December 2022	HR Manager	Chief Executive
Increase staff retention	Commence exit interviews with staff to better understand their reasons for leaving and identify opportunities for staff retention strategies.	June 2022	HR Manager; Resourcing Manager	Chief Executive

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Well Led</b>				
Provide our services within the available budget	Set a target for achieving the financial plan and making a small surplus in the year.	Jan 2023	Chief Executive; Operations Director; Finance Director	Board of Directors
Prepare for the future	Agree a new contract price with Leeds City Council and progress towards individualised budgets.	July 2022	Chief Executive; Finance Director	Board of Directors
	Recruit a new Chief Executive and ensure arrangements are in place to facilitate a smooth transition and effective transfer of knowledge.	August 2022	Chief Executive; Deputy Operations Director	Board of Directors
Competent and effective management team	Develop the next generation of managers by identifying talent within the organisation and providing support for them to develop their skills through mentoring and setting up an Emerging Leaders programme.	Feb 2023	Support Leaders; Service Managers; Area Managers; Senior Area Managers	Operations Director

Target / Outcomes	Action	Target Date	Who will deliver this	Who will make sure it happens
<b>Being Well Led</b>				
Update Environmental Strategy	Put in place our Green Strategy and oversee the refresh of the environmental policy.	Nov 2022	Deputy Chief Executive	Board of Directors
Manage risk	Update Finance Policy and oversee the consolidation of the Scheme of Delegation into one coherent document.	July 2022	Chief Executive; Finance Director	Board of Directors
Listen to feedback	Increase manager attendance in customer meetings to ensure we are listening to and responding to feedback and ensuring people feel heard and supported.	April 2022	Senior Area Managers	Operations Director
Maximise digital engagement	Work in partnership with 100% Digital to undertake a digital engagement survey with the people we support and staff to identify barriers and potential solutions.	June 2022	Communications Manager	Chief Executive



Aspire CBS  
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Westfield Business Park  
Lower Wortley Road  
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[www.aspirecbs.org.uk](http://www.aspirecbs.org.uk)



Aspire Community Benefit Society is a registered society in England and Wales under the Cooperative and Community Benefit Societies Act 2004. Registered number: 7062  
HMRC charities reference number: EW36148 VAT number: 215 0549 36

