

Service Provider Response Form

Name of Service: Supported living
Date: 19/01/2026
Deadline for completion: 13/02/2026
Name of Service Provider: Aspire

Healthwatch Leeds Recommendation	Service Provider Response (inc. any actions you will take)	Who is responsible	When will this be implemented by	What has changed or what do you anticipate will change?
1. Care and support Maintain strong and trusting relationships between staff and customers so that care is personalised and respectful.	Staff receive relevant training, including person-centred care and positive behaviour support, regular supervision, and appraisal, as well as managers assessing their competency through completion of competency assessments for administering medication, safeguarding, and moving and handling. The rota has been organised so that the customers have a core staff team that work with them. This enables staff and customers to build positive relationships, as well as providing consistent support for the customers. We pair staff and customers if they have similar interests, e.g., certain staff are happy to accompany people to football and rugby matches as they have the same interests and passion for the sports. We review the customers' support plans with the customers and keyworkers so that everyone's contributions are listened to and valued. Lessons learned is a regular agenda item on staff meetings and individual supervisions so that we can learn from past issues as a team and implement any necessary changes.	Pam Kay (service manager) Support leaders Key workers	Support plan reviews will take place every 6 months as a minimum	Customers will have a choice and receive person-centred support in line with their needs and support plan.

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2. Environment and safety 2.1 Maintain a clean and calm environment as we observed in most areas, but keep shared space clutter-free, removing any trip hazards. 2.2 Provide targeted induction for new and agency staff to familiarise them with customer needs and strengthen the handover process.	The managers of the service complete regular walkaround audits to ensure spaces are kept calm, clean and tidy. There are also weekly monthly and annual health and safety checklists in place for staff and customers to complete The agency induction has been reviewed to incorporate more detail for staff to discuss with the agency worker. Particularly in relation to specific documents for customers, use of Nourish handsets, handover alerts, etc. Agency are supported with the induction by Aspire staff on shift. Agency staff have access to local management and also the on-call office if they were to encounter any situations where they may require advice when on shift. Aspire have their own bank of staff that can work additional hours in service as well as a bank of casual workers. The agency use has reduced greatly as a result of these things being in place.	Pam Kay (service manager) Support leaders Pam Kay (service manager) Support leaders	On going On going	A happy, clean home & work environment Effective induction, handovers, and competent staff supporting customers
3. Food and Activities. Maintain customer choice in activities and daily choice in meals.	All customers are involved with menu planning, choosing meals and buying their food shopping, respecting individuals' choices and best interests. Some customers love to cook & bake and are supported to do so. The quality manager is working with some staff members to develop pictorial food plans, menus and shopping lists for customers with their involvement.	Quality manager Support leaders Key workers	On going	Customers will be supported & encouraged to choose healthy, well-balanced, nutritious meals

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4. Communication and involvement 4.1 Maintain compliance with the Accessible Information Standard. 4.2 Introduce picture cards as used in Rothwell FLS across all services, especially for nonverbal customers. (Rothwell FLS is an Aspire Day centre service. Healthwatch Leeds report on Aspire Day Service 2025) 4.3 Strengthen procedures around staff, customers and relatives raising concerns. Ensure concerns are addressed quickly and improve support for staff when they speak up.	All of Aspire’s customer documentation complies with the accessible stands including newsletters, support plans, letters regarding their tenancies, etc. We are introducing easy-on-the-eye picture cards for the non-verbal customers so that they can be fully involved to choose what they would like to eat, what activities they would like to do, express how they are feeling, etc. I deal with all formal and informal complaints in a timely manner. All of the formal complaints are reviewed by commissioning before the response is sent to the complainant. 2 customers at Armley have raised concerns about the difficulties of sharing the building with another tenant who can cause distress to them. The staff team encourage and support the customers to write a formal complaint to me and I ensure their complaints are appropriately dealt with and all relevant professionals involved in the care and support are informed. I also have weekly meetings with these customers to listen to their concerns and offer reassurance that we are dealing with them.	Pam Kay (Service manager) Support leaders Donal O’Connor (Senior Area manager)	On going	Non-verbal customers will be able to communicate more effectively with their staff and maintain choice and independence as much as possible All complaints are dealt with in a timely manner and policy and procedures are followed

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5. Staffing Improve staffing levels, especially during busy times (e.g., mornings and mealtimes) to reduce pressure on staff and ensure customers with high levels of need get support they require.	All of the customers who live at Armley Vicarage are allocated 1:1 hours by commissioning based on their current level of need. If additional hours are needed, we need to request a reassessment from care management and the additional hours from commissioning	Pam Kay (Service Manager)	On going	Customers will receive the correct support based on their individual needs.
6. Recruitment, induction and training 6.1 Strengthening recruitment and address skill gaps in new staff. 6.2 Review staff training, particularly for managing complex behaviours, this will ensure the safety of both customers and staff.	The service manager does all of the interviews for Armley Vicarage so that we can ensure that the staff employed have the right attitude, skills and resilience to work at Armley Vicarage. Staff training is reviewed monthly to ensure that all staff are compliant with their mandatory training. All staff who work at Armley Vicarage are trained in positive behaviour support (PBS) to support them when working with complex customers. All staff receive a debrief following an incident so that they can feel reassured and supported by the management team	Pam Kay (service manager)	On going	Safe recruitment & well-trained staff

7. Improving staffing experience 7.1 Do further work to understand why over half of the staff who shared their views with us felt the service had worsened in the last year. Take action to address identified issues and then monitor progress. 7.2 Provide emotional support, particularly for staff who have experienced discriminatory/challenging behaviour from customers, to help maintain morale and wellbeing. 7.3 Promote a positive work culture and support staff morale through team-building sessions and wellbeing initiatives.	All staff are encouraged to complete an annual staff survey to share their views on how we can improve as a service. We also hold monthly staff meetings and smaller core team meetings where lessons learned are discussed. Staff are also given the opportunity to express how they are feeling in their supervisions and appraisals. We have been working hard as a management team to improve the service over the past 6 months. A recent commissioners visit confirmed that improvements have been made. We keep the staff team fully informed about the areas which require improvement so that they can be involved and take accountability and responsibility for the areas where the staff team can support improvements. I do intend to send a separate survey out to the staff team at Armley Vicarage to get their views and ideas of how we can continue to improve All staff who are subject to any discriminatory behaviours receive a debrief following any incident to understand how they feel and offer any support that we can. We move people on the rota when required so that they can receive some respite from working with customers who can display such behaviours. Staff are also signposted to the staff welfare service (VIV UP) where that can receive additional support. Aspire have also signed up to the offload programme which is run by Leeds Rhino's where they can attend and discuss their own personal difficulties in a safe confidential space. Attendance at offload programme and VIV up is always given in work time.	Service manager Support leaders Senior area manager Service manager Support leaders Senior Area manager	Bimonthly supervision 31/03/2026 15/03/2026	Continuous improvement in service Staff feel supported Promote teamwork
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	I will speak to our training manager to source some team building exercises that we can complete with the staff team at Armley Vicarage			