



**ASPIRE**  
My Life. My Support. My Way



Chief Executive  
Officer





# Welcome

Dear Applicant

Thank you for your interest in the Chief Executive Officer post at Aspire Intelligent Care & Support. Aspire is a successful social enterprise, started as a float off from Salford City Council social care services. It was a courageous and innovative decision by the councillors, and I am delighted that we have had such a successful five years. Aspire continues to retain close relationships with local councillors, who are both supportive and encouraging of us.

Our Chief Executive, Janet Tuohy, has led Aspire since its inception and previously was a senior manager within the City Council Social Service department. Most of our staff were working within the Council and transferred over to Aspire as we formed. They have thrived and grown within our social enterprise and are proud of being employee owners. Janet has been a popular and inspiring leader and is leaving to enjoy retirement, having put her heart and soul into establishing an award-winning organisation that has happy customers and valued employees.

The Board is looking for a vibrant leader to take us into the next phase of our development, which we hope will be a period of growth and continued stability. We recognise that 2020 has been a hard year for social care providers and people we serve. The impact of Covid19 on the social care sector has been harsh. The resilience and compassion of social care providers has shown the importance of our sector to all our lives.

We are looking for attitude, aptitude and passion; we are hoping for interest from people with varied and diverse backgrounds. If you have not worked in social care, that is not a barrier to being considered as a strong candidate. Our directors team already has a number of very experienced social care professionals in it. The most important thing is a commitment to people, to life experiences and quality for our customers and to excellence.

On behalf of the Board we welcome you to learn about Aspire and hope you are inspired.

Yours sincerely,

**Andrea Campbell**  
Chair of the Board



# About Us

Aspire became an independent Community Interest Company on 1 June 2015 and is run by an integrated Board of Directors; services were previously directly provided by Salford City Council. Employees at Aspire are offered a share in the company for a notional amount and there is an Employee Owners Board that is represented at the Aspire Board of Directors meeting. This gives our employees a say in how the organisation is run and the direction we take.

Aspire has 290 employee owners and one core contract, with Salford Royal Foundation Trust (SRFT). We are also preferred suppliers on two Greater Manchester (GM) framework agreements. The current contract has been extended until 1 April 2021 with an option for a further year extension. The discussion on future contract form has been interrupted due to the impact of Covid19 on the local system. Aspire's annual turnover is approximately £10m.

Our customers have complex needs, particularly in the areas of learning disabilities, dementia and autism, or are older people. Our services are primarily:

- Respite Care Adults and Teenage to Adult Group (TAG).
- Day time support to Adults and Teenage to Adult Group with Complex Needs.
- Supported Accommodation Adults with learning disability, physical disability and complex needs.
- Specialist support to people with autism.
- Specialist support to people with dementia.
- Shared Lives (previously called Adult Placement).
- Training – person centred approaches, autism, dementia, total communication, basic food hygiene, travel training, provider listed for apprenticeship scheme.

Aspire is the largest provider of adult social care services in Salford, and currently the only social care provider in Salford accredited as a living wage employer.

Our strategic plan identifies the need for business growth and diversification of current projects and development of new areas of work without compromising the quality that is delivered by our valued and trained employees.

The Covid19 pandemic has raised major issues for people who need social care and for the organisations providing social care. There is a need to learn what we have done differently that has worked well for people. And a need to continue to work in an agile way whilst the pandemic continues to impact our lives.



# About Us

## Achievements over the past five years include:

- Aspire has received Autism Accreditation.
- Aspire is rated Good across the board with the Care Quality Commission (CQC) and comments from regulators and the commissioners have been complimentary.
- We have won a Living Wage Champion Award for "Going Above and Beyond the Living Wage" and have two Living Wage Ambassadors.
- Service levels have been maintained or enhanced and we have taken opportunities to develop new services whilst delivering significant savings.
- The number of service users including self-funders has increased.
- Income generation has increased by 30% since 2016.
- A new 4 bedded respite unit for people living with dementia opened in 2019.
- Major stakeholders gave us excellent reviews in the contract service review.
- The employee satisfaction survey was positive and employee owners had creative suggestions on ways to improve Aspire.
- The employee ownership model has strengthened.
- Aspire has developed a number of new roles increasing job opportunities for local people as a contribution to our role as a mutual of demonstrating social impact.
- Aspire has developed and implemented a comprehensive Quality Assurance framework.

## Vision & Values

### Vision:

"We aspire to be recognised as the leading provider of first class, bespoke care and support."

### Values:

As a new mutual it was important to the organisation that the development of values statement was led by employees and the project agreed on the following values:

**Personal** – Treating everyone equally but not the same.

**Excellent** – Striving for excellence in everything we do.

**Creative** – Providing a range of innovative opportunities.

**Honest** – Building trust and respect.



# Role Description

Aspire has been through five formative years and is now ready to grow and develop. We are looking for a dynamic, values-based Chief Executive Officer to bring a broad perspective to our work with an understanding of the strengths of a mutual social enterprise model. Social care is essential to a good quality of life for people and we are looking for a leader to continue to develop our employees to excel, creating a career structure for bright and committed local people. Aspire needs to change and continuously improve the offer for people who use our services providing what they want, for their life and delivered in the way they want. The Board is looking for a strategic thinker who can articulate a bold vision and develop it in coproduction with customers and employees.

## Leadership and Management

- Provide innovative and exceptional leadership.
- Leading through a strengths-based approach to supporting people whether customers or employees.
- Champion, advocate for and support diversity.
- Manage, develop and support the team of directors to be confident and high performing.
- Be a relationship builder internally and externally within the social care networks and within the wider community Aspire serves.
- Work with the Board to develop the role of the Employee Owners Board to be a key influencer of strategic direction, operational excellence and leading-edge mutuality.
- Ensure robust corporate governance within the Aspire.
- Manage the executive directors supporting their growth and development.
- Responsibility fiscal responsibility and accountability.
- Responsibility for understanding the organisations key risks and ensuring a dynamic strategic risk register.

## Growth and Developing the Business

- Horizon scanning to identify how social care can improve through different ways of working.
- Inspire and enable the work of the directors' team to focus on a growth plan that is believable, feasible and achievable.
- Work within a positive risk framework.
- Support the Board culture of growing without compromising good terms and conditions of our employees.
- Develop a digital strategy for Aspire.

## Governance and Compliance

- Responsibility for ensuring Aspire operates within and delivers services within relevant statutory, legislative and regulatory frameworks and requirements including Companies Act.
- Overall responsibility for an annual budget and a contracting strategy and effectively negotiated contracts.
- Overall responsibility for management of Aspire's reserves.
- With the Board Chair ensure effective and productive Board meetings and Board development.
- To ensure all relevant policies e.g. Equality and Diversity, Confidentiality, Data Protection etc are followed.





# Role Description

## Engagement and Networking

- To ensure meaningful and influencing engagement with people who use Aspire services, their families, carers and close networks. *"My life, my Support, my Way"*
- To develop a strong relationship with the Employee Owners Board enabling it to influence the Board of Directors and the employees; enabling it to have effective leadership and an uncompromised voice in matters of growth, organisational development, and personal development.
- To be seen as an innovative, supportive, collegiate and inspiring colleague across Salford, the Greater Manchester conurbation, the North West and in national social care fora.
- To be a leader who 'walks the patch', is approachable and encourages challenge and discussion.

This job description is intended to provide a broad outline of the main duties and responsibilities. It is not a definitive list and the person appointed will need to be flexible. The post holder may be asked to carry out any other delegated duty or task that is in line with their post, their seniority or the need of the organisation.



# Person Specification

## Part 1: Knowledge and Experience

### Leadership and management

- Experience of operating at a senior level in an organisation at a level requiring strategic thinking skills.
- Experience of leading, supporting, inspiring and managing people to be creative, productive and outcomes focused.
- Experience of developing a senior team.
- A demonstrable ability to work with a diverse range of people – employees, customers, partners, commissioners, elected representatives.
- A proven non hierarchal and enabling approach to leadership.
- An excellent communicator with the ability to engage and appreciate opinions and perspectives as equally valid.
- Experience of working in partnerships in a collegiate and valuing way.
- Experience of negotiating.
- Knowledge of social enterprises, mutuals or social care.
- Experience of strong analytical skills.
- Proven experience in motivating teams to excel.

### Collaboration and Engagement

- Experience of working in a system requiring partnership approaches.
- An excellent communicator able to influence and motivate positive change.
- Understanding of social impact and social value.
- Understanding of social determinants of well-being and health on quality service delivery.
- Ability to engage effectively with people who use Aspire services and their families.

### Corporate

- Experience of working with a board of directors or a trustee board.
- Knowledge of corporate governance.
- Understanding of role and reach of regulator and inspector bodies.
- Experience of managing budgets and financial accountability.





# Person Specification

## Part 2: Skills and abilities

- Awareness, understanding and commitment to person-centred working.
- Awareness, understanding and commitment to protection and safeguarding of vulnerable people.
- Ability to think commercially and act within public sector values of integrity, equality, diversity, quality and putting people first.
- Able to be a motivating leader and able to have difficult conversations to support improvement and change.
- A big thinker with ability to take colleagues along through engagement, inclusion and coherent plans.

## Part 3: Style and behaviour

- A motivational style that is enabling.
- Confidence and gravitas.
- Behaviour that reflects on how privilege, social exclusion, injustice and unconscious bias can operate within an organisation and impact on its goals and value base.
- Listening skills that allow diverse voices and views to be heard.
- An approach that is about providing solutions to problems and hard issues.
- A person who respects that everyone has a contribution to make and seeks to support them.





# Terms of Appointment

**Salary**

This role attracts a salary of £80,000 – £90,000 per annum on a full-time basis.

**Location**

Aspire's office is based at Humphrey Booth Resource Centre, 16-18 Worsley Road, Swinton, M27 5WW. Staff are currently working remotely where possible.

**Pension**

Matched pension contribution of 4%.

**Annual leave**

22 days plus bank holidays (including three days during the Christmas period), rising to 25 days after 5 years' service.

**Working hours**

This is a full-time permanent role (36 hours per week) with all forms of flexible working considered.



# How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com) or [Mark.Crowley@starfishsearch.com](mailto:Mark.Crowley@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/aspire-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge & Experience criteria.

**Closing date** 9am, Monday 9th November 2020

**Preliminary interviews with Starfish** w/c 16th November 2020

**Agreement of the final shortlist** End w/c 23rd November 2020

**Interviews with Aspire** w/c 7th December 2020





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 **Starfish**