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To: Councillor Wheeler, Convener; Councillor Grant, Vice-Convener; and Councillors Allard, Copland, Laing, MacKenzie, Mason, McRae and Yuill.

Town House,
ABERDEEN, 30 November 2021

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in the **Council Chamber - Town House** on **WEDNESDAY, 8 DECEMBER 2021 at 2.00 pm.** This is a hybrid meeting and Members may also attend remotely.

Members of the press and public are not permitted to enter the Town House at this time. The meeting will be webcast and a live stream can be viewed on the Council's website. <https://aberdeen.public-i.tv/core/portal/home>

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

- 1.1. There are no items at this time

DETERMINATION OF EXEMPT BUSINESS

- 2.1. Members are requested to determine that any exempt business be considered with the press and public excluded

DECLARATIONS OF INTEREST

- 3.1. Members are requested to declare any interests (Pages 5 - 6)

DEPUTATIONS

- 4.1. There are no deputations at this time

MINUTE OF PREVIOUS MEETING

- 5.1. Minute of Previous Meeting of 6 October 2021 - for approval (Pages 7 - 14)

COMMITTEE PLANNER

- 6.1. Committee Business Planner (Pages 15 - 18)

NOTICES OF MOTION

- 7.1. There are no notices of motion at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8.1. There are no referrals at this time

ALEO ANNUAL REPORTS

- 9.1. Bon Accord Care Annual Report - COM/21/311 (Pages 19 - 78)
- 9.2. Aberdeen Sports Village Annual Report - COM/21/236 (Pages 79 - 98)

RISK AND PERFORMANCE

- 10.1. Strategic Commissioning Committee Annual Effectiveness Report - COM/21/305 (Pages 99 - 116)
- 10.2. Commercial and Procurement Performance Report - CUS/21/303 (Pages 117 - 124)
- 10.3. Cluster Risk Registers and Assurance Maps - COM/21/306 (Pages 125 - 140)

WORKPLANS AND BUSINESS CASES

- 11.1. Workplans and Business Cases - Revenue - COM/21/307 (Pages 141 - 154)

EXEMPT / CONFIDENTIAL BUSINESS

- 12.1. Workplans and Business Cases - Revenue - COM/21/307 - Exempt Appendices (Pages 155 - 216)

IIAs related to reports on this agenda can be viewed [here](#)

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DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by...

and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 6 October 2021. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Wheeler, Convener; Councillor Grant, Vice-Convener; and Councillors Allard, Copland, Hutchison (as substitute for Councillor McRae), Laing, MacKenzie, Mason and Yuill.

The agenda and reports associated with this minute can be found [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

DETERMINATION OF EXEMPT BUSINESS

1. The Convener proposed that the Committee consider item 13.1 (Workplans and Business Cases – Exempt Appendices) with the press and public excluded.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 13.1 on the agenda so as to avoid disclosure of exempt information of the class described in paragraph 8 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

2. The Committee noted the following declarations of interest intimated at this stage:-
 - (i) Councillor MacKenzie declared an interest in item 9.1 (Aberdeen Performing Arts Annual Report) by virtue of her position as a board member of Aberdeen Performing Arts, but did not consider that the nature of her interest required her to leave the meeting during consideration of that item on the agenda; and
 - (ii) Councillor Allard also declared an interest in item 9.1 (Aberdeen Performing Arts Annual Report) by virtue of his position as a board member of Aberdeen Performing Arts, but also did not consider that the nature of his interest required him to leave the meeting during consideration of that item on the agenda.

MINUTE OF PREVIOUS MEETING OF 16 JUNE 2021

3. The Committee had before it the minute of its previous meeting of 16 June 2021 for approval.

STRATEGIC COMMISSIONING COMMITTEE

6 October 2021

The Committee resolved:-

- (i) to note that the text at article 3 should read 'Scottish Parliament' and not 'Scottish Government'; and
- (ii) to otherwise approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

4. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

The Committee resolved:-

- (i) to note that the Bon Accord Care Annual Report would now be presented to the December meeting of Committee in line with the reason outlined in the planner; and
- (ii) to otherwise note the business planner.

ABERDEEN PERFORMING ARTS ANNUAL REPORT - COM/21/229

5. With reference to article 5 of the minute of its meeting of 12 November 2020, the Committee had before it a report by the Head of Commercial and Procurement which presented the Aberdeen Performing Arts annual review report covering financial year 2020/21 in order to provide Committee with an overview of performance of service delivery.

Ms Spiers, Aberdeen Performing Arts, was in attendance and answered questions from Members.

The report recommended:-

that Committee note the Aberdeen Performing Arts ALEO Annual Report appended to the report for the Council's interests.

The Committee resolved:-

- (i) to thank Mrs Spiers for the detailed report and the continued efforts of Aberdeen Performing Arts during the pandemic;
- (ii) to request that the next annual report provide a comparison with pre-COVID figures; and
- (iii) to note the report.

SPORT ABERDEEN ANNUAL REPORT - COM/21/230

6. With reference to article 7 of the minute of its meeting of 12 November 2020, the Committee had before it a report by the Head of Commercial and Procurement which

STRATEGIC COMMISSIONING COMMITTEE

6 October 2021

presented the Sport Aberdeen annual review report covering financial year 2020/21 in order to provide Committee with an overview of performance of service delivery.

Mr Robertson, Sport Aberdeen, was in attendance and answered questions from Members.

The report recommended:-

that the Committee note the Sport Aberdeen ALEO Annual Report appended to the report for the Council's interests.

The Committee resolved:-

- (i) to note the assurance from officers that future reports would be clear in relation to references to the living wage;
- (ii) in relation to page 60 (Healthy life expectancy - time lived in good health - is five years longer by 2026) to request that information be circulated to Members outwith the meeting to advise of the current life expectancy age;
- (iii) to thank Mr Robertson and his staff for their hard work and efforts to maintain services for the public over the pandemic; and
- (iv) to note the report.

PERFORMANCE REPORT - COMMERCIAL AND PROCUREMENT - CUS/21/222

7. The Committee had before it a report by the Director of Customer Services which presented the status of key performance measures relating to the Commercial and Procurement cluster.

The report recommended:-

that Committee note the report and provide comments and observations on the performance information contained in the report appendix.

The Committee resolved:-

to note the report.

PERFORMANCE MANAGEMENT FRAMEWORK - CUS/21/224

8. With reference to article 9 of the minute of its meeting of 27 August 2020, the Committee had before it a report by the Director of Commissioning which presented a revised Performance Management Framework which reflected the Local Outcome Improvement Plan and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan 2021/22, as well as comments and recommendations made within Audit Scotland's "Best Value Audit of the Council".

STRATEGIC COMMISSIONING COMMITTEE

6 October 2021

The report recommended:-

that Committee agree the revised Performance Management Framework for 2022-23.

The Committee resolved:-

to approve the recommendation.

COUNCIL DELIVERY PLAN ANNUAL REPORT - CUS/21/223

9. The Committee had before it a report by the Director of Customer Services which presented the Council Delivery Plan 2020/21 Annual Report. The annual report built on the summary of progress which had been captured in the Council Delivery Plan 2021/22, originally presented to Council at its meeting on 10 March 2021.

The report recommended:-

that Committee note the report and provide comments and observations on the information contained in the Report (Appendix A) and supporting Council Delivery Plan Measures (Appendix B).

Members asked a number of questions on the detail in the report, particularly in relation to cuckooing. There was also some discussion around Big Noise and extending it into other areas of the city, during which it was requested that it be noted that Aberdeen received the lowest amount of funding for Big Noise in Scotland. Members further discussed making approaches to Government for a fair funding settlement for Aberdeen, following which it was unanimously agreed that Group Leaders would meet to discuss the matter in more detail.

The Committee resolved:-

- (i) in relation to page 147 of the report and the text included in the section referring to "Increase city centre footfall through delivery of the City Centre Masterplan", to note that officers would amend the text "Several exciting changes for the city were agreed at committee from the CCMP" to reflect that final decisions had still to be taken in respect of the projects at a future meeting of City Growth and Resources Committee;
- (ii) in relation to cuckooing, to request that officers provide information to Members outwith the Committee as to whether there were particular areas of the city where cuckooing was more prevalent;
- (iii) to thank officers for the work that had gone into the production of the report, as well as for the work underpinning the Council Delivery Plan;
- (iv) to agree that a meeting be arranged with all Group Leaders to consider how to lobby and secure a fair funding settlement for local government; and
- (v) to note the report.

STRATEGIC COMMISSIONING COMMITTEE

6 October 2021

REFRESHED LOCAL OUTCOME IMPROVEMENT PLAN 2016-26 AND CPA DEVELOPMENT PLAN 2021-2022 - CUS/21/226

10. The Committee had before it a report by the Director of Customer Services which presented the refreshed Local Outcome Improvement Plan (LOIP) 2016-26 approved by the Community Planning Aberdeen (CPA) Board on 7 July 2021. The report advised that the Community Planning Partnership's ambition for improvement was as bold as ever and work continued towards achieving the vision of Aberdeen as 'a place where all people can prosper'. The refreshed LOIP set out how this would be progressed in the face of changed circumstances as a result of Covid-19.

The report recommended:-

that Committee –

- (a) endorse the refreshed Local Outcome Improvement Plan 2016-2026 presented at Appendix 1;
- (b) endorse the Development Plan at Appendix 2; and
- (c) consider the LOIP and Development Plan in conjunction with the Locality Plans (Item 11.3 on the agenda) which connected the LOIP to community priorities and assets.

The Committee resolved:-

- (i) to acknowledge the immense amount of work being undertaken by communities in relation to the various projects reflected in both the Local Outcome Improvement Plan and the following Locality Plans; and
- (ii) to approve the recommendations.

INTEGRATED LOCALITY PLANS 2021-26: NORTH, SOUTH AND CENTRAL - CUS/21/227

11. The Committee had before it a report by the Director of Customer Services which presented the Locality Plans which had been approved by the Community Planning Aberdeen Board on 7 July 2021. The report advised that the plans underpinned the refreshed Aberdeen City Local Outcome Improvement Plan, as well as individual partner plans, to cement a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.

The report recommended:-

that Committee –

- (a) endorse the Locality Plans presented at Appendix 1, 2 and 3; and
- (b) consider the report in conjunction with the refreshed LOIP 2016-26 (Item 11.2 on the agenda) to understand the connect with strategic priority issues.

The Committee resolved:-

to approve the recommendations.

STRATEGIC COMMISSIONING COMMITTEE

6 October 2021

PROCUREMENT WORKPLANS AND BUSINESS CASES - REVENUE - COM21/228

12. The Committee had before it a report by the Chief Operating Officer which (1) presented procurement workplans where revenue expenditure was included for the Customer and Resources functions to Committee for review; and (2) sought approval of each of the procurement business cases listed below, including the total estimated revenue expenditure for each proposed contract, as contained at item 13.1 of the agenda.

The list of procurement business cases was as follows:-

Community Hosting	Early Intervention and Community Empowerment
Domestic Abuse Service	Early Intervention and Community Empowerment
Retrospective audit and analysis of Utilities (Electricity and Natural Gas)	Corporate Landlord

The report recommended:-

that Committee –

- (a) note the workplans;
- (b) approve the procurement business cases, including the total estimated expenditure for the proposed contracts; and
- (c) note the content of Appendix 3 – Summary of 3.10 Memos (Contract Awards due to Urgency) and Appendix 4 – Summary of 4.1.3 Forms (Technical Exemption).

The Committee resolved:-

- (i) to note the assurance from officers that procedures had been put in place which addressed the administrative error referred to Appendix 3;
- (ii) to note that officers would provide information to Members outwith the meeting in relation to whether the Civica contract referred to in Appendix 4 was a new contract or renewed, and if renewed what the amount of the last contract had been; and
- (iii) to approve the recommendations.

In accordance with the decision taken under article 1 above, the following item was considered with the press and public excluded.

PROCUREMENT WORKPLANS AND BUSINESS CASES - REVENUE - EXEMPT APPENDICES

13. The Committee had before it exempt appendices relating to the Workplans and Business Cases Revenue report on the agenda (article 12 of this minute refers).

STRATEGIC COMMISSIONING COMMITTEE
6 October 2021

The Committee resolved:-

to note the exempt appendices.

- **COUNCILLOR JOHN WHEELER, Convener**

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	A	B	C	D	E	F	G	H	I
1	STRATEGIC COMMISSIONING BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3	8 December 2021								
4	Commissioning Risk Register	To present the risk register.		Craig Innes	Commercial and Procurement	Commissioning	5.1.4		
5	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
6	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
7	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Gale Beattie	Commissioning	Commissioning	GD 8.5		
8	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
9	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Mel MacKenzie	Commercial and Procurement	Commissioning	3.1.1		
10	24 February 2022								
11	Scotland Excel Annual Report	To consider the annual Scotland Excel report		Craig Innes	Commercial and Procurement	Commissioning	1.3		
12	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
13	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
14	23 June 2022								
15	Climate Friendly Weighting for Contracts	Council Budget 03/03/20 - to instruct the Head of Commercial and Procurement to introduce a climate friendly weighting for contracts the Council procures and report back to the Strategic Commissioning Committee on the outcomes achieved annually		Craig Innes	Commercial and Procurement	Commissioning	3.1		
16	Commissioning Risk Register	To present the risk register.		Craig Innes	Commercial and Procurement	Commissioning	GD 8.4		
17	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
18	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
19	Performance Management Framework	To present a revised Performance Management Framework reflecting the LOIP and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan		Martin Murchie	Data and Insights	Customer	4.1		
20	Annual Procurement Performance Report	To present the annual procurement performance report which will also incorporate the following instruction:- Council Budget 10/03/21 - to instruct the Head of Commercial and Procurement to incorporate community benefit clauses into new contracts so far as possible with a view to increasing the contribution of the Council to the Local Outcome Improvement Plan (LOIP) outcomes, and submit a year-end report to the Strategic Commissioning Committee		Craig Innes	Commercial and Procurement	Commissioning	4.5		
21	1 September 2022								
22	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
23	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
24	Council Delivery Plan Annual Report	To present the annual report 2020/21 in respect of progress against the Council Delivery Plan		Alex Paterson	Data and Insights	Customer	4.3		
25	Locality Plans Annual Reports	To present the annual reports		Neil Carnegie	Early Intervention & Community Empowerment	Customer	4.2		
26	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
27	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
28	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
29	CPA Annual Outcome Improvement Report 2021/22	To present the annual report for the Local Outcome Improvement Plan		Allison Swanson / Michelle Cochlan	Data and Insights	Customer	4.2		
30	17 November 2022								
31	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
32	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
33	2023								
34	Population Needs Assessment	To present the Population Needs Assessment every two years to understand the needs which public bodies must address.		Martin Murchie	Data and Insights	Customer	1.1		
35	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.	February 2023	Craig Innes	Commercial and Procurement	Commissioning	4.4		

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Bon Accord Care Business Plan – Annual Report
REPORT NUMBER	COM/21/311
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	4.4

1. PURPOSE OF REPORT

- 1.1 This report presents the annual reporting of the Bon Accord Care Business Plan covering financial year 2020/2021.

2. RECOMMENDATION

- 2.1 That the Committee notes the Bon Accord Care Business Plan Annual Report appended to this report for the Council's interests.

3. BACKGROUND

- 3.1 Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are Arm's Length External Organisations (ALEOs) owned by Aberdeen City Council (ACC). For operational purposes Bon Accord Care is used as a collective term to refer to both companies.
- 3.2 The Integrated Joint Board directed the Council to put in place arrangements for BAC to provide a range of services which are currently being delivered by them for a period of 6 years from 1 August 2018 until 31 July 2024.
- 3.3 Bon Accord Care is led by a board of non-executive and executive directors. The directors are accountable to the shareholder (Aberdeen City Council) for the operations of the company and are responsible for setting the strategic direction and taking the policy decisions that meet the company objectives.
- 3.4 A summary of the annual performance report which is appended to this report shows performance metrics in relation to efficiency and quality of service delivery. The Bon Accord Annual Performance Report 2020/21 also appended provides a comprehensive breakdown of core business, efficiency and quality, innovation and early intervention.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report. Core funding to Bon Accord Care for 2020/2021 paid under direction from the Integration Joint Board was £30,424,000.
- 4.2 Other services may be directly commissioned from Bon Accord Care, both under Direction from the Integration Joint Board or other Council Services and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.3 The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

The risks reflect the 20/21 reporting period covered and there is ongoing monitoring of the current position through the ALEO Assurance Hub and the financial position reporting to the City Growth & Resources Committee.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	Risk of poor service provided to customers.	L	The amendment of the BAC SLA with revised outcomes and more robust contract management should contribute to customer satisfaction by ensuring delivery of a high standard of services to the customer.
Financial	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A
Reputational	Poor performance by BAC/not performing in accordance with their business plan could impact on the Council's reputation.	L	Amendments to the BAC SLA with revised outcomes should ensure good performance by BAC.
Environment / Climate	N/A		

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The annual report evidences contribution by BAC towards the LOIP theme of prosperous economy. Existing SLA with BAC has been refreshed to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.
Prosperous People Stretch Outcomes	The annual report evidences contribution by BAC towards the LOIP theme of prosperous people. Refresh of the existing SLA with BAC to ensure that it is now outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.
Prosperous Place Stretch Outcomes	The annual report evidences contribution by BAC towards the LOIP theme of a prosperous place. As above with the refresh of the SLA.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None.

10. APPENDICES

Appendix 1 - Bon Accord Care Business Plan – Annual ALEO Report

Appendix 2 - Bon Accord Care Annual Report – 2020/2021

11. REPORT AUTHOR CONTACT DETAILS

Name Craig Innes
Title Chief Officer – Commercial & Procurement Services
Email cinnes@aberdeencity.gov.uk

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ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Bon Accord Care
REPORT COMPLETED BY:	Pamela Mackenzie Managing Director
DATE:	April 2020 - present

SECTION 1 - Outcomes and outputs

Please provide a qualitative summary of outcomes, outputs, activities undertaken and progress made to date:

The last 18 months have been extremely challenging for our service users, families, staff and partners. Bon Accord Care has played a significant part in the provision of care and support to the citizens of Aberdeen throughout the pandemic. We have worked flexibly and collaboratively with AHSCP and other providers to meet changing and challenging demands to ensure that the outcomes for the people we support are met. We have offered and supported solutions to the wider community during the pandemic beyond our contractual obligations such as utilising our equipment store as a PPE distribution hub and continuation of the responsive Winter Project throughout the year to ensure people are cared for at the right time and in the right place. The functionality of Rosewell House was reviewed and swiftly reorganised to relieve pressures across the system in October 2020 resulting in people being supported and cared in a more appropriate setting bridging the gap between hospital and home. This initiative and collaborative approach between BAC and AHSCP posed the opportunity to undertake a wider review of ongoing need across the city particularly in relation to the frailty pathway. As a result of this intensive review a business case was presented and approved by both the partnerships IJB and BAC board to develop a joint Intermediate Care facility. This exciting opportunity will offer a unique way of partnership working for the benefit of the people we support and create capacity within the wider health and social care system.

Throughout the year we have continued to receive recognition by maintaining accreditation for:

- Mindful Employer Award
- Armed Forces Covenant
- Healthy Working Lives Gold award
- Maintained ISO9001 accreditation
- Maintained Quality Standards Framework accreditation for our telecare service

In addition, we have been awarded The Young Persons Guarantee award and have almost completed our Investors In People silver award for young people. We are also extremely proud to have been recognised as a Disability Confident employer.

We have reviewed our Service level Agreement to reflect changing needs particularly around our care at home and very sheltered housing services. This has offered the opportunity to offer a flexible approach to meeting people's needs when it is needed most, maximising their potential by using a reablement and person - led approach. This has also enabled us to utilise our workforce more efficiently and effectively during challenging times.

Bon Accord Care has seen some significant changes over the last year with the formation of a brand -new board of non-executive directors, the appointment of a new Managing Director and a new Finance Director.

This has brought stability, leadership and focus to Bon Accord Care. There has been significant work undertaken to improve and enhance our organisational governance including the development of an assurance framework, risk appetite statement and comprehensive governance handbook.

We have tightened our committee schedules resulting in better governance and assurance giving greater visibility of much stricter controls for our stakeholders.

As organisation we are strengthening how we work together going forward. We have undertaken a cultural review and have given full commitment to a programme of development which will involve but not exclusively reviewing our purpose, values and the formation of a behavioural framework which will support and enhance performance.

We are appointing a new Clinical Director who will oversee and support the delivery of our quality agenda and embed continuous improvement methodology consistently across the organisation supporting us to deliver safe and effective care to the people we support.

It is safe to say that we have experienced a year like no other however our staff have worked tirelessly alongside our partners, showing resilience, bravery and the ability to adapt to ensure the safety and standards of quality are not compromised. We have fulfilled our contract against both operational and financial KPI's.

We believe we will be in a very strong position to support the health and social priorities across the city and will be developing our strategic plan collaboratively with our partners, service users and other key stakeholders to address unmet need using innovative service modelling, technology, and a highly skilled workforce.

Performance indicators:

This is the quantitative progress you have made in meeting targets over the year. These were agreed in your business plan / development plan and should be confirmed in your first quarterly meeting with your Lead Officer
PLEASE DO NOT CHANGE THE BASELINE OR TARGET FIGURES.

Please complete all boxes

INDICATOR		TARGET 19-20	ACHIEVED 19-20
Financial Savings		£0.93m	£1.0m
<p>Compliments versus Complaints</p> <p>Complaints are handled in line with company procedure which is aligned to the Scottish Public Ombudsman Service (SPSO) complaint handling best practice. All feedback is welcomed and is received direct from service users and their families and from third parties, Care Management, MP/MSP and Councillors and the Care Inspectorate.</p> <p>Compliments – 242 with a spike in quarter 1 which could be attributed to the service users and their families wishing to show their support for the service at the beginning of lockdown.</p> <p>Formally investigated complaints in comparison to compliments received remain relatively low in relation to the number of service users</p>		N/A	<p>87% Compliments</p> <p>Versus</p> <p>13% Complaints</p>

<p>supported. 37 in total for the year which is marginally lower than last year. There was an increase in the number of upheld complaints linked to communication which could be attributed to the different ways of working the services implemented.</p> <p>Complaints received directly to BAC: 5 Not Upheld, 13 Partially Upheld* and 16 upheld.</p> <p>Complaints received through the Care Inspectorate: 1 Partially Upheld and 2 Upheld.</p> <p>*The SPSO has removed partially upheld from best practice with effect from 01/04/2021.</p>			
Mandatory training for all staff		85%	93%
Delayed discharge – tenants will be home within 24 hours of being classed as fit for discharge		100%	99%
<p>There were reduced inspections over the timeframe with CI concentrating on COVID response within the care homes in 2020 and beginning of 2021. (Q7 How good is our care and support in COVID19 pandemic). This was in conjunction with Care Home Assurance visits carried out by ACHSCP.</p> <p>Care Inspectorate Grades – residential services. Kingswells Care Home achieved 5 – Very Good for Q7. Balnagask House achieved 2 – Weak for Q7 (this area was reinspected on 16/04/21 and increased to 3 – Adequate)</p> <p>Care Inspectorate Grades – Alternative care and short breaks. Rosewell House achieved 3 – Adequate for Q7.</p> <p>Care Inspectorate Grades – non-residential services / Responder – no inspections in timeframe.</p>		Maintain grades and aspire to Grade 5	Average Grade 4.14
Telecare and community alarm – response to high priority referrals within two working days		90%	99%
Telecare and community alarm – response to medium term referrals within five working days		90%	100%
<p>Joint Community Equipment Store</p> <p>Deliveries have been made within 1 day of order, ensuring people are receiving their equipment more quickly</p>		N/A	11% decrease in deliveries made

If you have not met the targets set please give any reasons or explanation for this:

All set targets as set out above have been met with the exception of delayed discharges due to hospital readmissions. Bon Accord Care have always had capacity to welcome tenants home and have therefore not been responsible for any delayed discharges.

Please provide a summary of particular successes or case studies:

Joint Equipment Store

The Joint Equipment Service has been in existence for just over 2 years now and has a total of 42 staff which includes 6 NHS staff who work with us but are employed by NHS. Within the store there are multiple teams – equipment drivers, technicians and warehouse team, Telecare and Hospital Direct all supported by a great admin team.

Hospital direct is made up of 2 FTE OTAs. They are driving a stocked van of equipment, receiving referrals directly from OTs in the hospital to ensure all patients being discharged from hospital have the equipment they require for a safe discharge. In Q1 this year they have seen 356 cases. This is an increase from 289 cases in Q4 last year.

The Joint Equipment service plays a vital part of promoting independence and safety of our service users and their carers, preventing hospital admission, and facilitating discharge. We have a stock control system which prescribers of equipment can place an order for equipment and then the equipment is delivered or uplifted. From the equipment store we deliver, uplift, service, repair equipment across the city. The team strive to ensure that service users are continuing to get their equipment in a timely manner – often within 2 working days of a prescriber placing an order for equipment. The whole team have adapted well to a fast rate of change during Covid and have continued to go the extra mile to help service users and support other BAC and Partner services across the city.

We are currently processing an average of 60 orders a day – a small handful of which are collected by prescribers. The vast majority are delivered. The store has seen a 20% increase in equipment orders on Q4 last year and a 30% increase on Q3.

This has had a marked effect on the equipment budget and to date our monthly spend is 54% higher than budget. This is due to increased demand and supply issues which have seen costs rising considerably. These supply issues have put a great deal of pressure on the store, however, to date we have always managed to fulfil all the requests made of the service and this is down to controlled stock management and timely procurement.

We have an additional technician in place now so can service BAC beds in care homes. Due to Covid restrictions his training has been slower to roll out but in time he will be up to speed to do all in house servicing and repairs and fitting of rails in private properties.

Joint Training - The formation of a joint service has led to closer working relationships with District Nurses and the store team are looking to support their training in Equipment provision – the one drawback to delivering this is that we do not have premises for this training therefore this poses a high risk that staff from the partnership have not received the correct training. By having more people trained to prescribe basic items of core stock it helps reduce the referrals across services.

Risk assessed care. There has been 3 days of training delivered by A1 risk solutions which was attended by a range of people from across the partnership – including some of our fieldwork OTs. There will then be a pilot projects commencing soon. Equipment will be a key part of this. – 2 streams low level e.g., equipment available through retail, telecare. High level – expensive equipment.

Proposal to education. We are waiting to hear back from education about a proposal to run and maintain equipment for education in Aberdeen City. We would employ a part time member of staff and get another van to be able to catalogue, deliver, uplift, service and maintain the equipment owned by ACC. At present education are not servicing their equipment and have all of it catalogued on a spreadsheet meaning they do not have a log of where the equipment has been. All equipment across the city would become a collective pot, there would be a

member of staff with expert knowledge in this complex area of equipment and joint working would be further encouraged across the partnership.

Case Studies

1. OT and NHS drivers were asked as a matter of urgency to assess and deliver a hospital bed and moving and handling equipment for this palliative lady. Request came in late morning and equipment delivered that afternoon. Only bed required as this lady was end of life and would not have tolerated hoisting into chair. Advice given to family as to how to move client onto hospital bed with the minimal discomfort and disruption. Lady passed away the following week.

2. Client was discharged from hospital and was being cared for in bed. Standard NHS mattress was in situ and required changing to airflow mattress to prevent pressure injuries forming. CAARS OT advised that she felt that she did not have the relevant knowledge for completing the task. Liaised with NHS drivers who install the beds, OT gave direction and agreed the plan prior to entering the house. NHS staff (for beds) advised OT on requirements for air flow (does it need to be fully inflated prior to being used etc). HCSW from CAARS met us at the property as he had met client and family previously. OT explained to HCSW, client and family how we were going to complete the task. Client agreed for us to continue. Family remained within the bedroom whilst transfer was completed. Sling was inserted using the roll method, client hoisted whilst continuing to keep her informed of what was happening. Whilst client was in the hoist, mattress removed and replaced within minutes and client was able to be lowered back onto the bed. Sling was removed, client left comfortable. Equipment removed at this time also. The whole transfer took about 15 minutes. The family were very happy with the service.

Message received from relative

Father called earlier arranging collection of equipment and bed which had been supplied to his daughter who died the previous night.

He would like to express his thanks with the level of support, professionalism, quality of equipment that Bon Accord Care gave to his late daughter.

Telecare

Although telecare is an ever-changing service as technology changes rapidly over the last year and the challenges that COVID brought as like many we had to change the way we worked to ensure we still met the needs of our service users. In the beginning of lock down the Telecare team offered self-installation guides for a basic alarm unit to users. Alarms were left on the doorstep and the team followed up with a phone call to ensure service users or their family were managing to install the unit. This helped give more people a lifeline to the outside world at a time when they were locked down.

During the pandemic, the opportunity to promote the service to community groups and staff face to face was lost. To overcome this staff created two videos, one highlighted the Telecare service, and one demonstrated the equipment available. Further short video clips of each piece of equipment are planned which will be a good resource for staff and users.

The Team has recently provided an equipment set up to SRS Care who are in the process of building up a technology room. They are in the process of displaying high-tech equipment and the Telecare Team are working with them to show case the services we offer. As their technology room develops into specific living areas, we will install some working equipment tailored to the individual rooms they set up and to carry out face to face awareness sessions with groups of carers/public.

The Team are also immensely proud that we have held the TSA QSF accreditation for Telecare – assessment of and installation of TEC equipment for the last 3 years and it's a testament to the whole team, through their enthusiasm and work ethic we maintain this QSF standard. This accreditation is due for renewal in April 2022.

The next big challenge we face is the analogue to digital change in the equipment. We have been ready and preparing for this over the last 2 years. It will change the dynamic of the remit within the team. Working in telecare, nothing stands still or is the same as technology is progressing constantly, so the team are used to change and are ready to face this next challenge.

Members of the team are also working with the L+D Team to deliver the PDA in Technology Enabled Care. Bon Accord Care is the only centre in Scotland accredited to deliver this award and NHS Education (NES) have funded 20 people from across Scotland to undertake this programme over the last year. Other organisations have also funded staff to undertake this award.

Case Study

Mrs X was first known to our service in 2015 when she was 81 years old. She has a diagnosis of –vascular dementia and Alzheimer’s Disease. She was having issues with remembering to take her medication and had put a pot on the cooker and forgot it was on, luckily the family were visiting, and it was caught in time before a fire.

Following assessment, a community alarm with linked smoke alarms, CO detector and a heat alarm in the kitchen were installed. She was also supplied with a medication dispenser, which is filled by her family, and it works well as the equipment was introduced in the early stages of dementia. She very rarely misses her medication as it’s become a routine for her.

Mrs X’s family came back to our service in 2020 with concerns that their mother was going out at inappropriate times and not remembering she had been out. On a couple of occasions, she had bruising and was limping, when asked if she had fallen, she said no it was just old age aches and pains.

Just Checking was installed to get a better picture of what was going on. This showed that she was leaving the house at inappropriate times and the family were concerned for her safety. During this time, it was believed she had had a fall as during a visit the family discovered Mrs X could hardly walk and took her to A&E, since then her mobility has greatly reduced and she constantly uses a stick. She lives alone in a two flatted property, and she resides in the upper floor. Access to her house is by her own internal stairs.

Following further assessment from our service she was issued with a Wrist Fall Detector, so if she fell in the home, it would alert automatically, the family make sure she is wearing it as she previously took her pendant off as she forgot what it was for.

A Mindme GPS Locator was installed and attached to her keys as Mrs X always takes her keys with her when she leaves the house. The ethics around the equipment was discussed with the family, but as they had power of attorney and as she was at risk going out at inappropriate times it was felt the equipment was essential to keep her safe.

To keep some independence, she liked to get the bus to her sons, which was door to door, and this worked well for a while until the bus service changed. One day the bus went a different way and it totally disorientated her. When she didn’t turn up at her sons, he looked on the Mindme App and could see she was in a completely different area and could tell by the app she was walking about. She carried a mobile phone but didn’t answer when he phoned her.

The son headed out in his car to collect her. By the time he got there she was gone, and he was able to see by the app the speed showed she was on a bus or car and heading back towards her home. He drove to her home and when he checked the app he could see the bus had went a different way and at that point she had got off the bus and phoned him crying as she was lost and didn’t know where she was. He could see from the app she was at a bus stop and told her to sit on the seat at the bus stop as he was on his way to get her. The Mindme GPS device was so accurate throughout the whole process and the anxiety it saved the family when she went missing as they could see where she was and when they finally caught up with her, Mrs X was so relieved, which helped diffuse the situation for her quickly.

Digital Transformation

The Team are currently working in an A2DT group with Aberdeen City Council and our partners. A project manager has been appointed and after many years of highlighting the importance of this we are making some headway. The move from analogue to digital will incur large costs for alarm units and the ongoing cost per month for sim

cards within the digital alarm units. On average sim usage is £50/year per user. There are currently have just under 2700 users at £50/year, this will cost £135,000 per annum. This would not come into effect until the third year following purchase as alarm units are generally sold with an initial 2-year sim contract.

The initial cost of replacing all units will range from £730,500 which includes the first 2 years of sim cards or alternatively if the service were able to bulk buy the cost reduces to £557,000 including 2-year sim contract. Budget must be identified for this vital work or service users' lives will be put at risk.

All units must be swapped out by 2025 when BT are switching off analogue telephone lines. This will put pressure on our service as a replacement program of units will take 2 to 2 ½ years to complete, fitting the work in alongside their day-to-day work. Aberdeen City need to ensure the transition for our service users is seamless and therefore the programme of replacements needs to be complete by 2025.

The team are already beginning to see the requirement for digital units as more telecom providers are already switching to digital lines and this is having a significant impact on the service and will impact on the budget as digital alarms cost twice as much as analogue alarms.

Distribution of Covid PPE

Since last summer, the store has been the depot for the Scottish Government PPE. We have delivered PPE primarily to care homes and personal carers across Aberdeen City. This has been supported by the driver from Kingswood Day Centre initially, however as the day centre has reopened, we are not incorporating these deliveries into daily delivery runs.

Wellbeing at Work

We continue to support to our employees in the workplace through our mental Wellbeing at Work Team, ensuring that staff who experience health issues, both physical and mental, receive information and support to help prevent absence or make an earlier return to workplace, which maintains consistency and boosts morale. In addition, during the Pandemic our Wellbeing at Work Team have also assisted with managing the impact of Covid on our staff. This has ranged from assisting with Covid testing and results, vaccinations for staff and managing the other aspects of Covid, for example long covid.

Since April 2020 to date our Wellbeing at Work Team have dealt with 299 referrals and 1,472 welfare calls.

Winter Project

Over the past year the Winter Project has continued to support service users across the seasons, so the original project name is not now wholly reflective of the work we are undertaking. We currently support 108 service users and have a dedicated team of 34 support workers on contract and 20 support workers on rolling rotas from the support pool, an assistant manager and two service supervisors who deliver an amazing 983.5 hours a week of care and support. This has enabled a huge amount of people to remain living independently in their own homes, as well as supporting the choice of those at the end of their life, to return home.

Here is a selection of the wonderful compliments received by the team over the last year:

- Please see compliment received via care management on behalf of a service user and their wife. This has been logged.
"they asked me to pass on that the carers are great and they have really made it easy for Mr R to return home."
- "Please give my sincere thanks and gratitude to all the lovely carers who attended my husband Mr B with loving care and cheerfulness. It was very appreciated."
- "Ms A is delighted with the carers, she finds them very helpful and enjoys the banter, getting to know them all. Ms A is delighted to be home, made the right choice she told me, carers are great and are making a difference to Anne, she is up in her wheelchair more now and is able to get around her flat to get herself something from the kitchen, which is a big achievement for Ms A. Can you please pass on Ms A's thanks

to all her carers and as usual I would like you to pass on my thanks to carers as well, they do a great job out there.”

- “Hi X, I have just spoken to the worker, DN are currently on their way over to this lady. Her PPS score is now 20%, just in case box now in place, not eating or drinking. The husband has stated that BAC, “Have been an absolute God send” and very appreciative of the support. It does look like she may not make it to respite, is there a possibility that BAC can continue and possibly increase visits to A?”
- “A little bit of feedback from my visit today regarding the care staff. Mr and Mrs L both praised the staff who have provided their care so far. Mr L advised that he had been concerned about the quality of care they would receive given how busy the care staff are but he has found everyone who has called to be exceptionally caring and wanted that to be fed back.”

Young Persons Guarantee

We were contacted by our Developing Young Workforce Northeast Partners as they have knowledge of the work we do to support young people. Our DYW partners felt BAC were an employer that met the five ‘Asks’ for the Young Person’s Guarantee and encouraged us to become a signatory. The YPG launched by the Scottish Government aims to provide all 16–24-year-olds the opportunity of a job, apprenticeship, education, training, or volunteering.

Bon Accord Care are committed to supporting the YPG by offering the following opportunities for young people

Ask 1 – Prepare Young People for the World of Work

We deliver Foundation Apprenticeships which include a work placement opportunity. On placement young people are assigned a professional mentor who guides them to develop the skills, confidence, and professional responsibilities required to work in the care sector. This helps to provide young people with a rich experience and aids understanding of the expectations of them as individuals and what should be expected of the employer. Key areas focused on include developing professional relationships and supporting service users in person centred ways. Our Young Workforce Lead within the organisation, liaises closely with our young people, managers, and mentors to ensure that young people are appropriately engaged, developed, and supported and that any individual support needs can be met effectively within the workplace.

Ask 2 – Help all Young People Achieve their Potential

We work in partnership with employability groups such as Barnardo’s and North East Sensory Services to support young people who are care experienced, young carers, or experience a challenging background and offer voluntary opportunities for young people to explore the care sector as a potential career pathway for them. We actively encourage those who are interested in such a career, to remain within Bon Accord Care wherever possible and offer various opportunities to support this, including Modern Apprenticeships. Even where our young employees are not employed as part of any apprenticeship scheme, they have access to the support of our Young Workforce Lead who provides coaching, mentoring, guidance, and support to individuals when required alongside that of their line manager.

Ask 3 – Invest in a Skilled Workforce

We have a multi-skilled and professional Learning and Development team within the organisation, who continually develop and deliver a robust induction and training programme to all employees and volunteers, including our young people. The programme is designed to encompass our core values, codes of practice, and the legislation which informs ‘safe and legal’ work practices, so that employees and volunteers are able to work in a way which prioritises the wellbeing, safety, dignity and respect of service users and colleagues.

Ask 4 – Create Jobs and Opportunities

We work in partnership with Skills Development Scotland (SDS) to create Modern Apprenticeship opportunities for young people and are consistently evaluating new frameworks for implementation. We recruit to our apprenticeships on a 'recruit to retain' basis and by investing in our young people through opportunities such as detailed above, including training, development, guidance, and support (including valuable peer support) coordinated by our dedicated Young Workforce Lead, we prepare young people for permanent roles within the organisation.

Ask 5 – Create an Inclusive and Fair Workplace

We are committed to supporting our workforce to balance work and personal needs and have recently embarked on an ongoing review of our culture which has involved staff being given the opportunity to provide feedback about the culture and values in practice and to make suggestions for improvement. This has triggered the development of a workforce and culture action plan which will drive improvement for all. We are accredited in a number of areas such as Disability Confident, Carer Positive, Mindful Employer and work with these organisations to ensure we meet the criteria required to actively support our diverse range of staff within the workplace.

We are committed to the five asks and will continually build on these successes to create further opportunities to inspire young people and promote career development.

Open with Care

In February 2021, The Scottish Government issued the first version of their guidance on how Care Providers could safely allow visiting within care homes.

At Bon Accord Care, we pulled together a focus group who created and implemented a plan. As well as ensuring the health, safety and wellbeing of all involved with care home visiting (which included testing stations, creating visiting areas and hand hygiene and PPE training for relatives), we had 2 key elements that we wanted to achieve; real **consultation** with our residents and their families, as well as a **flexible model** that could change as restrictions relaxed further.

Consultation

We carried out consultation in its truest sense – we asked people what they wanted, listened to their responses, and recorded their aspirations. We managed the expectations of relatives by explaining the guidance and how we would use their wishes to shape their visiting experience in the coming months. As the restrictions have relaxed, we have been able to move forwards to achieve the desired outcomes of residents and families.

We've continued to consult and, where appropriate, inform families of updates through virtual family meetings, individual communication plans and "you said we did" updates.

Flexible Model

From April 2021 onwards, we gradually relaxed the visiting in line with SG guidance and by July our homes were buzzing with family and residents being able to spend time together in their own rooms – hugs included. We retained the visiting areas where families said that they preferred this, and our top request was to bring back the tea and biscuits (which we did once we were allowed,) creating a much more "normal" feel to visiting.

We sought feedback from each of our initial visits, as well as following a change in the guidance and had exceptionally positive responses; most were satisfied purely with the complete pleasure at seeing family again while others commented and commended staff on their attention to detail and the support and training that was provided to ensure everyone's safety.

Good Practice

Our consultative model of “open with care” was recognised as an example of good practice and we were invited to speak to an Improvement Session hosted by the Care Inspectorate.

We continue to follow the guidance laid down by the Scottish Government and have seen some real benefits to this level of engagement in our homes – our front-line staff are much more confident in speaking to families and relatives can see first-hand how we are considering the wishes of those in our care.

Life Curve

The Lifecurve Project was born through partnership collaboration during the Covid19 pandemic. The key objective was to support digital inclusion and to help introduce / support older adults in Sheltered Housing to be more digitally aware / competent. This was also supported by the Stay Well Stay Connected initiative within the wider partnership.

The pandemic clearly identified and intensified the isolation and loneliness of some older adults within our services and the wider community. It highlighted the divide between generations especially with regard to digital technology and the team involved in the initial setup were really motivated to get older adults involved and being part of the digital era. Initial talks started back in November 2020 but due to service pressures within all agencies was delayed. The initiative formally started in May 2021 and the team were desperate to proceed.

The team responsible for the initial action plans consisted of BAC RF, CAARS OT, ACC Wellbeing and ACC Libraries Services. The project is also supported by a kickstart intern from Libraries Services who is a Digital champion and RGU Student OT's as a placement opportunity. The team meets regularly on Teams and evidence / data is recorded weekly in order to evaluate and measure outcomes.

The pilot was agreed to be in Dominies Court and 4 participants joined. The Scottish Government and Connecting Scotland are and have supplied Apple IPAD's / SIM / Mifi dongles free of charge. The participants met individually with the students / digital champion initially to set up the devices and ongoing support is still in place not only to access the Lifecurve App, but to support with accessing things like FaceTime, Near Me, YouTube etc.

The Lifecurve App is available for anyone to download on a device / phone and was developed by Strathclyde University. The objective is for people to set goals / outcomes to improve their physical, emotional, social, spiritual wellbeing by firstly answering a few simple questions (which will determine whether you are on the Lifecurve or not). The app sets personal goals, reminders, tracks improvements and is motivational. The individual therefore sets their OWN personal objectives to meet their OWN outcomes. The digital champion and students have been invaluable in supporting the participants and BAC support workers / supervisors have also been fantastic at providing support, especially at weekends and OOH etc. The support workers in the buildings have had a real sense of connection with the project and are all involved with supporting it.

The participants range from adults already familiar with some digital devices ie mobile phones to others who have had no experience of digital technology. One participant has a Learning Disability, and this has not impacted on the support provided. Staff and students have a great relationship with the participants and each person is recognised as an individual. The data so far evidences the importance of ongoing support and it's also very reassuring that no one has dropped out as yet.

Recently the project was started in another building in the Hilton area, Hilton Court. Currently 8 participants are 'Live' and we have 4 OT students, a social work student and a nursing student involved along with the building BAC staff. Initial data / evidence is good and the hope is to move to another building next year and for this to continue. This will hopefully enable connectivity between older adult's city wide, improve outcomes for them and allow them to be digitally inclusive.

Please provide a summary of any problems or issues that have required attention or action:

This year has presented multiple challenges which have posed significant operational, capacity and wellbeing issues for the organisation. The pace of change and associated pressures throughout the pandemic has placed significant burden and stress on the services, staff and the people we support.

Bon accord Care is an integral part of delivering Health and Social Care across the city and we have worked closely with AHSCP and ACC to ensure we have offered solutions and are responsive to the needs across the city in accordance with National Guidance.

Staff have had to cope with at times high emotions of the people we support and their families when we were closed to visiting. We had to adapt to alternative methods of communication to keep people connected. Families expressed gratitude for all our efforts during this difficult time of enforced separation.

Once guidance allowed us to open, the practicalities of social distancing, named visitors and testing regimes required careful planning and resources to control and manage effectively.

The increased infection control measures and increased cleaning regimes coupled with often conflicting or quick changes to advice meant there was a continual cycle of education and support required on top of the normal mandatory training.

We set up a cross functional covid task force to support and implement the changing needs and assess our business continuity plans to enable us to operate safely and effectively. This empowered our workforce and provided confidence and trust in the organisation.

The reclaims of covid costs have placed a huge administrative burden across front line and support function teams. The process was cumbersome at times unclear.

Our well-being team have been instrumental in supporting well-being and resilience for our at times exhausted and stressed staff. The implementation of mental aid first aiders, resilience forums and counselling are a few of the initiatives we have set up to support staff.

Our most significant and ongoing challenge to BAC and the wider Health and Social Care delivery is the recruitment and retention of qualified and competent staff. We are working closely with AHSCP, educational institutions and other provider organisation to understand and manage the challenges.

We are trialling targeted social media recruitment campaigns, incentivised refer a friend scheme, enhanced rates for our support pool and focussed education programmes for our young workforce.

ACC Strategies and Action Plan Priorities:

Please provide a summary of how your activities have delivered against ACC strategies and action plan priorities.

Bon Accord Care continues to positively contribute by working closely with ACC on their strategic intent. We have active participation on our board from the Director of commissioning at ACC and deputy chief officer for AHSCP. This close relationship ensures BAC operates and develops plans that are aligned to the city's wider strategy.

As mentioned earlier we have reviewed our SLA to move the emphasis to more outcome focussed and enabling activities that offer a more responsive, flexible and appropriate level of care and support.

The aims of the new SLA are fully aligned to the partnership's strategic aims of

- Prevention
- Resilience
- Enabling
- Connections
- Communities

There is no greater example of that than the joint work between BAC and AHSCP. A project that was borne initially to create greater capacity and respond to the escalating needs during the pandemic, however it very quickly created an opportunity to look to the future and look at longer term gains from the joined-up venture and support the redesign of the frailty pathway.

The service model at Rosewell House will be a central part of the Frailty Pathway 'jigsaw' and Bon Accord Care are well placed to be a vital part of the wider system – linking care at home, occupational therapy and reablement models.

The Integrated Intermediate Care Facility will provide a single point of referral reducing avoidable admissions to hospital, supporting early discharge and avoiding unnecessary admissions to care homes.

Compared with admissions to an acute sector bed, Rosewell House provides a more homely setting with greater opportunity for enablement, reducing the risk that people become deconditioned in hospital. Independence and mobility can be promoted through use of the shared facilities, and patients are afforded greater privacy within their own rooms, whilst benefitting from communal living spaces. Patients will also access both the enablement expertise from highly skilled Bon Accord Care staff and expert medical and nursing interventions from our NHS colleagues.

The proposals have provided the opportunity for Bon Accord Care to position itself as a leader in integration, working in partnership with AHSCP to develop a unique forward-facing integrated, intermediate care facility. The service model at Rosewell House will act as a catalyst for development of further community-based models. It will also allow Bon Accord Care to refine and showcase skills in a collaborative and integrated workforce. It provides the opportunity to upskill support workers to further develop roles within social care and allowing them to embed further within the wider multidisciplinary team.

Although in its infancy it is already showing great signs of success with both partners determined to overcome the barriers for the good of the people we support.

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan. <https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/>

Bon Accord Care is strategically aligned with the stretch outcome 11. Healthy life expectancy (time lived in good health) is five years longer by 2026, in the Local Outcome Improvement Plan. In the delivery of our services, we strive to meet the aims of the Outcome Improvement Group: Resilient, Included and Supported.

The reablement facilitators continue to work closely with BAC staff and service users to ensure that we are maintaining and enabling service user independence. They along with our Occupational Therapy service and Joint

Equipment Store are ensuring that as many Aberdeen City residents as possible are able to remain safely and as independent as possible in their own homes.

This ethos is strongly reflected throughout BAC Strategy, AHSCP Strategy as well as National Initiatives. It is supported by significant amounts of research, such as Active and Independent Living Lifecurve Study, which demonstrates the importance of early intervention and its impact on prolonging independence throughout the lifespan.

Over the last year we have also worked closer with our partners not only within Aberdeen City Council and Aberdeen Health and Social Care Partnership but with other social care providers in the city to deliver this strategic outcome .

For example, some of the activities have included:

- Having staff trained to deliver risk assessed care across Aberdeen City and not just with service users that get their support provided by BAC but including with other providers
- Increasing the amount of Care at Home capacity that is available across the city to ensure more people can be supported at home
- Joint working on winter planning to create capacity across Care at Home, Care Homes and Occupational Therapy services
- Developing Rosewell House in partnership with NHS to deliver an integrated service

Physical Activity Packs Pilot Project

Data reports that over the last two years, and prior to the pandemic, there had been a steady increase in the proportion of people with a limiting disability or long-term health condition (LTHC). Meeting the recommended physical activity guidelines (CMO. 2019) provides significant health benefits to all and can help to reduce the risk of LTHC (WHO 2020).

This 12 week pilot intervention aimed to test the acceptability of PA packs with 3 different groups of participants, who may have experienced deconditioning whilst shielding during the Covid 19 Pandemic. The packs were introduced to provide a way people could be active within their own homes if they did not have access to digital or online exercise provision.

Overall, the results evidence the acceptability of the packs to encourage PA participation in older adults in supported accommodation, adults with learning disabilities and through supporting PA participation at home between attendances at adult carer physical activity classes. A key enabler to PA packs participation in the BAC and LD groups was the supporting staff.

Next Steps should focus on exploring further mechanisms to support the use of packs to encourage PA in older adults, adults with learning disabilities and adults within supported accommodation across Aberdeen and build further partnerships supporting people to stay healthier for longer and keep safe at home.

Education:

Please provide further information in respect to any education programmes delivered.

Preparing Our Workforce for Future Demands

Over the last 12 months, Covid has placed unprecedented pressures on health and social care providers and continues to do so as rising demand for hospital beds has resulted in patients with ever increasing complex needs being discharged into the community. In order to meet these wide-ranging pressures, our staff require new levels of knowledge, skills and increased competence in order to keep pace.

In Bon Accord Care, we believe that learning matters. Developing staff skills, knowledge, understanding and practice is the key to cultivating amazing people, enabling us to provide the very highest quality service and produce exceptional results for our service users and customers.

All staff, irrespective of role are required to complete mandatory safe and legal Category 1 training, which includes: Manual Handling, Adult Support & Protection, Fire Safety and Health and Safety Awareness. We exceeded the target of 85% completion for Category 1 training and are on course to achieve a similar target of 85% for Category 2 training by the end of the contract.

Bon Accord Care is an established SVQ centre and we provide a wide range of professional qualifications, utilising our digital ePortfolio platform. Our range of awards includes SVQ in Social Services and Healthcare in Adult and Children services, Business Admin, Professional Cookery and Assessor and Internal Verifier awards.

Bon Accord Care is also proud to be the only SVQ Centre in Scotland to be approved to offer the PDA in Technology Enabled Care. We are currently supporting a number of external candidates across Scotland including NHS Education Scotland, Stirling Council, Link Housing and NHS Highland.

Bon Accord Care is now endorsed to deliver a range of accredited national training and qualifications through Highfield, City & Guilds, Maybo, CPD and the SQA.

Bon Accord Care's New Learning Management System

Over the last 12 months, Bon Accord Care has worked closely with its in-house Learning & Development team to source, build and launch a new Learning Management System, the digital Learning Hub. Now in full operation, the learning platform is enhancing the learning experience for all our staff by providing greater flexibility in training delivery and providing unprecedented oversight into staff training trends and recording and reporting.

Case Study – Maybo Rollout

It was recognised through staff reporting that some services were at increased risk of conflict through service user behaviours of concern. Following an extensive sourcing project, Bon Accord Care became a Maybo Accredited Training Centre.

Maybo training encourages our staff to look behind a service user's behaviour to understand what it may be communicating. The human rights-based approach to training aims to ensure that all service users are treated with respect and dignity and their individual needs are understood and being met in helping to prevent distress and improve their quality of life.

Prioritising the highest risk services first, an organisational roll-out has now begun, with cohorts at Kingswells, Rosewell and the Responder service being upskilled.

Developing Our Young Workforce

With staff recruitment and retention facing unprecedented challenges in health and social care, new and innovative career pipelines need to be embraced to ensure service sustainability and flex moving forward. Bon Accord Care believes passionately in developing our young workforce. Over this last year we have continued to successfully deliver Foundation Apprenticeships in St Machar Academy with pupils also attending from Northfield, Lochside and Hazlehead Academies. Providing direct teaching, SVQ assessment and work placement coordination, we are now starting to reap the benefits from our classroom to career pipeline, with six Foundation apprentices joining Bon Accord Care as Modern Apprentices and two former Modern Apprentices successfully gaining permanent contracts.

Career Ready

We are now in our second year of working with Career Ready, where they match employers with schools for participants to access a two-year programme, supported by work mentors and given a four-week paid internship. Through this ongoing initiative, we have been able to recruit into our Modern Apprentice programme and this year we are looking to support five new young people.

Northern Star Business Awards

For the second year running, Bon Accord Care's Young Workforce Development Programme has been nominated in the category of 'Inspiring Futures', with judging to take place in March 2022.

Employment

Please provide information about your volunteers, if you have any:

- What roles do your volunteers undertake within the organisation?
- Training and Policy in action?
- Example of volunteer success stories such as transition to employment?

Bon Accord Care recognises the invaluable contribution that citizens, friends and relatives can provide to the care and well-being of the people we support. We strive to offer varied and supporting volunteering opportunities that integrate with our services and communities.

Bon Accord Care have been running a volunteer service for almost two years which is centrally managed by our designated lead. The aim is to grow, develop and provide further opportunities for volunteering to meet the needs of the people we support, build capacity in our services and within our local communities, strengthen relationships with partners, enable more early intervention initiatives and ensure all our volunteers have a positive and rewarding experience.

All of our volunteers receive full training relevant to their role and have access to other development opportunities within Bon Accord Care.

Number of volunteers across our services in 2020 /2021 has dropped to 10. The Volunteer Programme was paused during October 2020 to May 2021.

“During a time of such upheaval, uncertainty and stress, it has been a calming and deeply rewarding experience to offer some assistance to the Support Workers on their rounds by serving meals, deep cleaning and other General Assistant duties.”

“This was an excellent investment in my time, as a Service Supervisor. I ensured that all our volunteers experienced a sense of being appreciated and supported during these exceptional times. It was so lovely to see the impact of this work in Coronation Court to both staff and Service Users. “

SECTION 2 – Users, Audiences, Participants and Investment **NOT APPLICABLE TO BON ACCORD CARE**

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	Target	Total 2019-20
Total number of participatory opportunities created throughout programme		
Number of participatory opportunities targeted for priority groups		
Young People under 16		
Young People 16-25		
Older People (65+)		
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		
Ethnic minority communities including Gypsy/ Travellers		
Sexual orientation (LGBTQ)		
Residents of regeneration areas within Aberdeen City		
Other (please specify)		

Please complete this section to report on audience/visitor numbers in relation to your programming.

Users/Audiences	Target	Total 2019-20
Total user/Audience/visitor Number		
User/Audience number from Aberdeen City		
User/Audience number from the wider region or further		
% of user/audience survey rating experience as 'excellent' or 'good'		

We are keen to evidence the added economic value and social return of investment, as such we request that you please complete the table below.

Income 2019-20	Total £
Value of Grant(s) from Aberdeen City Council	
External Grant funding	
Sponsorship	
Trading income	
Other (please specify)	
Total add income	

Section 3 – Support Material

Selected Testimonials and Feedback

"I just wanted to drop you an email on behalf of myself and my family to say a huge thanks for providing such a great service to us recently. **Email received from family member**

My mother's needs were dealt with by your organisation so efficiently and quickly throughout her short illness. All staff that came to the house to drop off / pick up items were punctual, professional, full of information on the items provided and most importantly, very friendly. **Email received from family member**

I want to express my particular gratitude to the gentleman that did everything he could in order to deliver a hospital bed to the house on 7th May. My mum had just got out of hospital the day before and was unable to make it to her bedroom upstairs. The bed she'd slept on downstairs the night before was dreadfully uncomfortable. Due to the forthcoming bank holiday we were initially told the bed could not be delivered until the following Monday 11th May but the gentleman I spoke to on the phone rang me back, confirming that he'd in fact been able to source a bed, a vehicle and another colleague that would be able to deliver it that day! I can't tell you how much reassurance that gave my mother.

Sadly, my mother died 2.5 weeks after the bed was delivered but I'm so comforted knowing how much easier the bed made her life at the end. Given the short time she had after being discharged from hospital it made all the difference that it was delivered that little bit earlier than originally planned.

Thanks so much for such a great service." **Email received from family member for the Joint Community Equipment Store.**

"This is just a short note to thank you all for what you did for Dad while was in your care. K and all care staff went over and above their duties to help Dad which was much appreciated since we are so far from Aberdeen. To the carers who did washing, making his breakfast and heat his evening meal a big thank you. Keep up your good work. Katie, thank you for keeping us to date and keeping us in order." **Thank you card from family of service user in hospital discharge room – Margaret Clyne Court – Integrated Care at Home service.**

"I have worked joint with the team at Clashieknowe on a number occasions with very positive outcomes for the residents involved. Most recently there was a man with a brain injury that had been in other rehab facilities and had a number of professionals involved. It was felt by these other professionals that he would not be able to return to his home and would require a 24 hour care setting. Clashie agreed to carry out an assessment and worked hard as a team to identify issues he may have returning to the community. The team worked well at identifying issues and helping to resolve them. An example would be his communication, they worked hard to encourage the use of card so members of the public could see he had communication difficulties, this allowed him to be in control and seek help if required. They supported him to be able to use public transport, to plan journeys from his home to places he would go. For a short period they continued to provide ongoing support once he had left.

I also work with the team at Clashie to identify appropriate referral for interim flats, again Clashie support the individual into the flat and continue to provide ongoing support in the community until appropriate supports have been identified. This has allowed individuals to make the next step in moving forward and has always ended with good results and individuals being able to be independent in their own permanent tenancies.

The team at Clashieknowe are dedicated to assisting individuals to reach their potential and move on to the next step in their lives. They have good communication skills and link in well with all professionals involved. They ensure that people only take the next step when this is right for them and is appropriate to move on.

I continue to enjoy working with the team at Clashieknowe.” **Email from Discharge Hub Care Manager – ACHSCP for Clashieknowe – Rehabilitation Service**

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below

By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.

Support Material 1:	Bon Accord Care Annual Performance Report 2020 - 2021
Support Material 2:	Testimonials and Feedback
Support Material 3:	www.bonaccordcare.com
Support Material 4:	
Support Material 5:	

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation’s Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK’s regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: <https://www.aberdeencity.gov.uk/your-data>.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.

Name: **Pamela Mackenzie**

Date: **24 November 2021**

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Annual Performance Report 2020/21

Working together for your five star service



- page 2** - contents
- page 3** - operational highlights
- page 4** - chair's welcome
- page 5** - managing director's welcome
- page 6** - who we are and what we do
- page 7** - delivering on our core business

core business

- page 8** - our work
- page 9** - our people
- page 10** - developing our young workforce
- page 12** - support pool
- page 13** - wellbeing in the workplace
- page 14** - joint equipment store
- page 15** - learning and development

efficiency and quality

- page 17** - governance
- page 18** - care inspectorate grading
- page 19** - service user feedback survey
- page 20** - awards

innovation and early intervention

- page 22** - volunteers
- page 23** - winter project
- page 25** - city home helpers
- page 26** - creating community connections
- page 27** - equip me for living
- page 28** - skedulo
- page 29** - rosewell house
- page 30** - looking forward
- page 31** - financial report
- page 35** - contact

03

**Number of employees****1161**

**Average Care
Inspectorate Grade
@ April 2021 is
4.14 'Good'**



**Launch of Learning
Hub - December 2020**



**Occupational
Therapy referrals
4464**



**Number of employees
supported by wellbeing**

216**Total Compliments****242****up 38% year on year**

**Q1 Service User
Feedback Survey**

99% of service users were very
satisfied or satisfied with the
service received from BAC
during lockdown



**Launch of online
retail site Equip Me
For Living -
September 2020**

I am delighted to present the Bon Accord Care (BAC) Annual Performance Report, for the period April 2020 to March 2021.

The last 12 months have been extremely challenging for our citizens, staff, and partners. It seems appropriate to begin with a huge thank you to all. Especially the staff and volunteers who have kept everything going as they managed to find new ways of supporting service users and carers during the pandemic.

Bon Accord Care is part of a significant care provision to the citizens of Aberdeen. Responding to the pandemic required a multi-agency approach and I am proud of the contribution BAC has made in dealing with a very challenging situation.

As we go forward we will need to learn the lessons of the pandemic. Working with staff, trade unions and partners, BAC will look at ways to continually improve the services it provides. One of the underpinning principles of ensuring high quality care is staff development. The BAC Learning Hub has been a valuable resource to support staff development.

Covid-19 has taught us that skills, required by staff in caring roles, continue to change. The Learning Hub facility will play a critical part in the evolving nature of how essential care is improved.

As with every organisation funded through the public purse, it is incumbent upon the Board to ensure financial prudence. I am pleased to report that BAC operated within the budget set for the period of this report. The financial challenge requires the board to support innovative change. Maintaining confidence in the high levels of care whilst innovating is the priority for the board as we incorporate the learnings from the pandemic and move forward.

I am grateful to all board members and senior staff who have overseen the good performance of the period covered by this report. In particular, I wish to convey my thanks to Andrew Newall who was Chair up until March 2021. I am sure you will find this an interesting read, providing the necessary confidence that BAC continues to deliver a 5-star service.



Peter Murray, Chair

Welcome to our Bon Accord Care 2020/21 annual performance report.

This past year has been like no other for Bon Accord Care as we lived and worked through the Covid-19 pandemic. I am immensely proud of the dedication, professionalism and high-quality care that our staff have provided during this most challenging of years.

Where families and friends were unable to support their loved ones, our staff have gone above and beyond to provide professional care and be there for our service users. In the early months of the pandemic, the risks involved in delivering this care were unknown and demonstrate the bravery of our staff – providing quality care, twenty-four hours a day, seven days a week, to those who absolutely needed that care to be provided.

Of course, the staff and service users connected to Bon Accord Care were not immune from the virus, and on behalf of the whole Bon Accord Care family, I express my deepest sympathies for all of those who were impacted by the virus, including friends and families of loved ones who sadly passed away.

Looking forward, we are hopefully starting to emerge from the pandemic, however it will take time to recover from its legacy. We are taking a firm focus on building strong foundations, including a clear focus on our workforce, supporting Bon Accord Care to flourish and develop in the next stage of its journey.

We have continued to innovate and be recognised for our achievements, many of which are mentioned in this report.

Thank you to everyone who is part of the Bon Accord family – every one of you contributes to the delivery of our 5-star service, improving outcomes for those we care for!



Gail Woodcock - Interim Managing Director



Bon Accord Care delivers a range of adult social care services to the people of Aberdeen, which include residential, non-residential, rehabilitation, day care, respite, occupational therapy, telecare, equipment and adaptations, community responder and learning and development.

Bon Accord Care is an ALEO (Arm's Length External Organisation) of Aberdeen City Council. The business operates as two registered limited companies - Bon Accord Care (BAC) and Bon Accord Support Services (BASS). Through these two companies our services are commissioned by Aberdeen City Council. For operational use, Bon Accord Care is used as a collective term to reflect both companies.

Bon Accord Care is at the forefront of the continuing development of flexible and sustainable services to meet the growing demand of an ageing population.

Our services are aimed at prevention and early intervention. We enable independence, reduce hospital admissions and promote active ageing and wellbeing. To achieve this, we work collaboratively with our key partners, Aberdeen City Council (ACC), Aberdeen City Health & Social Care Partnership (ACHSCP), service users and their families, continually aligning with their priorities, to meet the agreed outcomes of those we support.

Bon Accord Care strives to create positive everyday experiences for the people we support; helping them to reach their full potential and lead independent lives, where their aspirations and desired outcomes unite.

Everything we look to achieve is defined by our **core values...**



SERVICE

We listen and respond to our customers



VALUE

We work effectively and efficiently



PRIDE

We take pride in everything we do



INNOVATION

We create and lead on change



INTEGRITY

We respect the dignity & diversity of everyone, & always uphold their rights



QUALITY

We always give our best

What we achieved **this year...**



mission:

working together for your 5-star service

our key strategic aims:

1. deliver on our core business
2. maximise efficiency and quality of service delivery
3. commence innovative services at an early intervention stage to reduce demand on more complex services



The people we support are at the heart of everything we do and every decision we take.

As a company, we are business focused with a strong social conscience. Adhering to health and social care standards, we deliver a significant social impact and achieve positive outcomes for the people we support.

Aligned to key partners, we know working collaboratively brings many benefits with Bon Accord Care playing a key role in the integration of health and social care across Aberdeen.

We work in an integrated way with a multi-disciplinary approach. Always striving for improvements, we use all of our skills, knowledge, and networks to help individuals assume control over their own health, so they may lead fulfilling and independent lives.

Our staff receive the highest level of training for their role, are flexible to the needs of those in their care and always show a passion for their job. Our staff are dedicated to what they do, ensuring an unfailing level of support and allowing development of the relationships required to best support those in our care.

Our proactive communications strategy helps engage both the people we support, and our workforce. Having a say in decision making allows our services to work alongside communities in ways that are empowering, engaging and meaningful.

Bon Accord Care's greatest asset continues to be our people. Whatever the role, our staff are committed and passionate with a caring culture throughout the organisation. We are dedicated to making a difference by placing service users at the heart of everything we do and ensuring that we are responsive to service user needs.

As a company, we are flexible, adaptable and innovative. We are open to new ideas and welcome these from our workforce by listening and continually learning together to achieve positive outcomes. Our values

underpin the key behaviours we expect of all staff as well as everything we do. They are at the forefront when developing our organisation and workforce. We celebrate the successes of our workforce, by consistently promoting wellbeing and ensure that all development opportunities are accessible.

We engage with our workforce to ensure that our workforce are involved in continuous improvement. We care about our people and demonstrate this by having supportive processes, including 1-1 supporting performance and team meetings to share ideas and knowledge. We are an accredited SVQ centre which supports our people achieving registration with SSSC.

To the great credit of everyone within Bon Accord Care, it is clear that our people have really pulled together during the pandemic, even when working from home and using microsoft teams to stay connected. Our people across BAC continue to take every opportunity to make sure each person knows they are valued, and that their contribution counts.



We promote social care as a career of choice to young people. We support this by working in partnership with Skills Development Scotland to deliver frameworks within Foundation, Modern and Graduate apprenticeships.

Foundation Apprenticeships

Bon Accord Care has now completed its first year of classroom teaching in St Machar Academy as part of the Foundation Apprenticeship framework for Health & Social Care. Covid-19 brought unexpected challenges, including pupils being unable to attend their work placements. In response, the Learning and Development team (L&D) became very creative in how we have structured the learning activities. Below, are just three examples where L&D developed new and innovative ways of working.

'A Day in the Life of Charles' – pupils were invited to take part in a live webinar where they were given a unique insight into the life of Charles, an 83 year old service user who was reliant on care services.

L&D staff acted out the roles of Charles and his carer, pupils observing him getting up and eating breakfast. Throughout the scenarios, key talking points and decision points were showcased and pupils had to analyse and propose solutions. The scenarios then progressed, based on their decisions. Talking points included communication, grief, adult support & protection and dealing with behaviours which challenge. Our 2021/ 2022 delivery is now underway, and we are looking forward to another year of successful partnership working with St Machar Academy.



Keri Philip - Modern Apprentice

The diagram opposite highlights the destination of the 15 pupils who successfully completed their Foundation Apprenticeship with Bon Accord care and St Machar Academy. Of note are the four FAs who have now been recruited into our own in-house MA programme, strengthening the BAC career pipeline for young people, who can transition from school to a career in health & social care.

This year, we have also supported 17 pupils to complete their FA programme in three Aberdeenshire schools, by delivering twice weekly teaching sessions and assessing their SVQ portfolios.





Modern Apprenticeships

Our Modern Apprenticeship framework grew in 2020/21 with 10 employment opportunities in Health and Social care for 16-19 year olds.

Graduate Apprenticeships

Our partnership with Robert Gordons University to support the Business Management Honours Degree continues. We have one member of our young team who is now preparing to begin her second year of study and are delighted to have two further young people who are about to commence their first year.

Our successful, collaborative working with employability schemes continue to deliver success, as we have been able to recruit young people using flexible approaches that remove barriers to employment, supporting young parents, young carers and young people with learning disabilities.

Case Studies

Our team developed and used a number of case studies and simulations to encourage young people to think about social care and to make decisions on complex situations. Life is not always black and white, and these case studies encouraged pupils to utilise a range of solution focussed and person-centred approaches to support adults in a variety of care settings such as homelessness, mental health and substance misuse. The outcome of the case study was dependant on the decisions they made, allowing them to see that their choices had consequences.

Digital placements – the young people had the opportunity to meet our service users. They spent time getting to know the service users and completed some reminiscence work, by discussing sentimental objects with them. Our service users really enjoyed the experience and feedback highlighted the positive experience that they had and how the digital interactions had helped counter loneliness and isolation during Covid-19.

Commitment

We are committed to supporting all our young workforce and provide Career Ready mentors across our services and encouraging our young learners to participate in forums and workshops for young people. This ensures that our young people are supported, valued and empowered to have their voices heard within the organisation.

12

core business



778

employees on support pool

2019/20

**Support Pool
Hours v
Agency Hours**

Page 54

28 %

72 %

2020/21

**Support Pool
Hours v
Agency Hours**

9 %

91 %



By using our internal resources, the Support Pool provides the company with an adaptable staffing resource, better able to accommodate absence, annual leave and staff vacancies, while helping to maintain the quality and consistency of care provision whilst reducing reliance on agency use.

Over the past year there has been a substantial increase in the number of hours provided. Due to the Covid-19 pandemic, recruitment has been at the forefront of the Support Pool's priorities to ensure services across the company are supported. The adaptable, innovative, and flexible approach taken to recruitment has enabled the service to recruit quickly and efficiently throughout the pandemic.

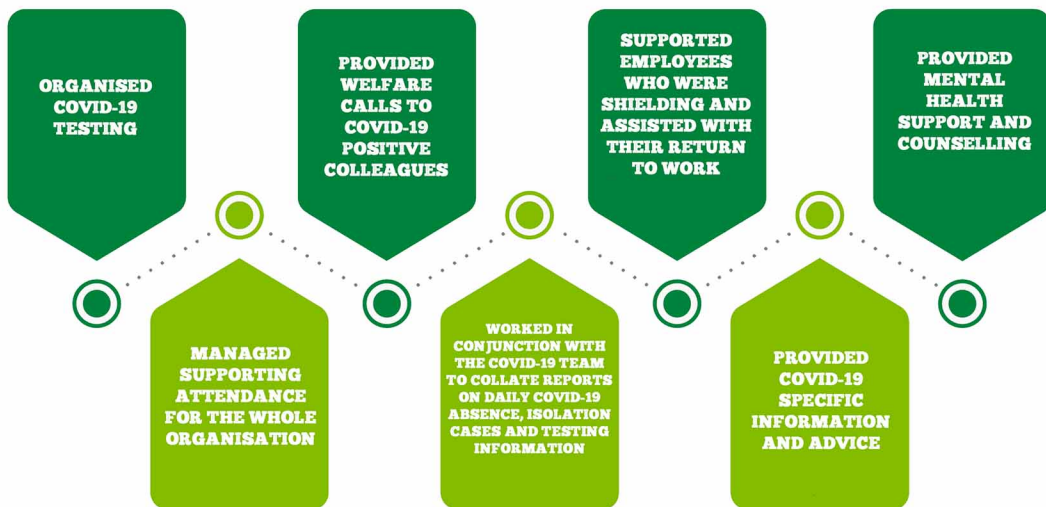
The Support Pool offers flexible working patterns, development opportunities and the ability to gain valuable sector experience whilst gaining qualifications.

Our Support Pool allowed us to continue to provide safe, effective services during the winter period, in the context of the pandemic. This included ensuring our own care homes were always effectively staffed, even when a high number of staff required to self-isolate, to protect themselves and others. We were also able to support other care home providers and care at home providers when they were struggling as a result of the pandemic – allowing those in need across the wider system to continue to receive that essential care.

core business



The Wellbeing at Work Team has played an instrumental role in the support of Bon Accord Care staff throughout the ongoing Covid-19 pandemic. With the team's role and main focus changing almost overnight to support the constantly evolving priorities of the organisation during Covid-19. The wellbeing at work team has:



"Massive thank you to Jane and the wellbeing team for all their support, they were an understanding and listening ear when I had a positive Covid-19 test. It was a difficult time but I managed to get through it knowing BAC wellbeing were there to support me."

Support Worker (Responder Service)

"The Wellbeing at Work team has played a key role in ensuring the support pool workers who were shielding received a strong network of support throughout the pandemic. Their invaluable support to help these staff members return to work enabled the support pool service to meet the large staffing demands of the internal services within Bon Accord Care."

(Support Pool Service Manager)



The team have undergone the TSA Quality Standards Framework Audit in April and received the following comments:

"This is a great achievement and a reflection of the great work that you and your team are doing to deliver a quality service."

"I can see that you and your team have worked really hard over these last 12 months to keep your service running and introduce improvements" - Auditor

"I refer to your recent Quality Standards Framework audit and I am now very pleased to confirm that your organisation has been found to be COMPLIANT with the requirements of the Framework".
- Tim Dawson of the TSA

Joint Equipment Service

The service has recently upgraded their stock control system with significant input of time and effort by the staff to ensure it will be fully effective and deliver the data necessary to support the services.

The District Nursing staff have moved to electronic ordering and this has resolved many issues and ensured more accuracy in relation to orders.

The store is about to implement Equipment Prescriber Training for Service Supervisors, Reablement Facilitators and District Nurses. This will mean that staff can order basic equipment without having to refer to an Occupational Therapist (OT).

The store has been the PPE Hub for Aberdeen City during the covid 19 pandemic. Stock is received from the Scottish Government and care providers, care homes personal assistants and family carers, who are experiencing issues with sourcing Personal Protective Equipment (PPE) or have had a requirement for additional stock, can request supplies. At the height of the pandemic the store was carrying out an average of 140 deliveries a month.

Occupational Therapy Assistant Van

This is a new service which was set up recently. It allows the First Contact Team to allocate straightforward referrals for simple equipment provision direct to an Occupational Therapy Assistant. The OT can visit using a van stocked with equipment. This has proved to be a good preventative measure and reduces the number people waiting for simple equipment which can prevent a deterioration in their condition.

Throughout the pandemic the staff have had to adapt their ways of working to ensure they meet the requirements of our service users. They have continued to meet their targets and ensured that equipment is in place to support hospital discharge and keep people safe in their own homes during a difficult time.



"Really enjoyed the new Adult Support & Protection webinar. Was a difference to the old training!"

"I was terrified of the (Learning) Hub. Getting support from L&D has helped me get logged in and I actually look forward to using the Hub now."

"Seeing that dashboard wheel hit 100%. Best feeling ever!"

In December 2020, our new Learning Hub opened, providing staff with a modern, spacious, and highly engaging environment to train and learn. As well as being an SVQ accredited centre, the Learning Hub also has a number of other accredited bodies, including Highfield Qualifications, CPD Certification, REHIS and Maybo. This level and degree of accreditation enables the L&D team to offer a range of SVQ and Professional Development Awards in Health & Social Care, Business Administration and Modern Apprenticeships.

Supporting both our internal staff and our partnership colleagues, we ensure our team is skilled and trained to carry out the roles for which we are commissioned. Developing staff skills, knowledge, understanding, and practice is the key to delivering the very highest quality for our service users.

Over the last 18 months, Bon Accord Care has been working in close partnership with NHS Education for Scotland (NES) and the Scottish Qualification Authority (SQA) to create a new award to support the development of a skilled health and social care workforce who are confident to work and help people in today's digital society. The Technology Enabled Care, Professional Development Award (PDA) is equivalent to an Advanced Higher or HNC academic qualification.

We are the only SVQ Centre in Scotland that is approved to deliver this new award and we are currently supporting 20 candidates from NES and NHS 24 to achieve their PDA within the next 9 months.

As Covid-19 restrictions begin to ease, there are plans to widen the delivery of these subjects & give staff the highest quality learning experience.



Learning Management System

Enrol on our expanding
'in-house developed' digital
learning catalogue

Page 58
Page in programmes of
mandatory learning linked to
a job profile

Access individual training
records

One-click process for booking
face to face or webinar
training

Access career pathway
development opportunities to
prepare for promotion

Alerts sent to staff before safe
and legal training is due to
expire

Welcome to The Learning Hub

You are just one log-in away from transforming the way you learn. Once on the Hub, you will be able to enrol on a large range of eLearning courses, book yourself off face to face training, access your individual training records and download resource materials and certificates.

The Learning Hub will transform how your future learning is undertaken. Join us on your journey of professional development.



Login below to access your Learning Hub

Only use the **Bon Accord Care Staff Log In** button if you have been told to log in this way. If you have not been told to use this you must provide your Username and Password below. If you cannot remember your password, click on **Forgot password?** and provide your Username - the system will send you instructions on how to reset your password.

☐ Remember username

Log in

[Forgot password?](#)

Or login with:

Bon Accord Care Staff Log In

In January 2021, our new, online, Learning Management System was launched, providing staff with a single platform to access eLearning and book training courses, whether face to face or via digital webinars.

Every staff member's professional development is captured on the Hub and is displayed on both their own and their line manager's dashboard. Out-of-date training is highlighted which allows managers to support and encourage engagement and ensure compliance. Having all learning completed, recorded, and managed on one platform has meant that the Hub has become the focal point for staff development, streamlining the previous process which required three separate systems.

When the Digital Hub was launched, staff compliance rates for all training sat well below the 85% target. A robust recovery plan was put in place which ensured that the company's compliance would exceed this target by the end of April

Recording, reporting and analysis of training data trends would have been impossible prior to the launch of the Hub and the platform continues to provide an invaluable platform for individual, service, and organisational learning and oversight. The streamlined process and the launch of the Digital Hub has enabled staff to get the most from their learning. This is reflected over and over in user feedback.



Bon Accord Care is led by a board of non-executive and executive directors. Our directors are accountable to the shareholder (Aberdeen City Council), for the operations of the company and are responsible for setting the strategic direction and taking policy decisions that will meet our objectives.

During 2020/21 significant work has been undertaken at board and executive level to ensure that we have the appropriate governance systems and processes in place to enable effective decision making, accountability and control – all of which are essential ingredients for enabling delivery of a 5-star quality service.

There is a high level of scrutiny and diligence to ensure that Bon Accord Care delivers the services for which we are funded. Twice a year, the executive directors report on the financial, operational, risk and health and safety information to the Arms Length External Organisation (ALEO) Governance Hub, providing assurance of strong and effective governance at a company level. During 2020/21 all of these assurance elements reported to the ALEO hub were found to be either low risk or very low risk. These positive risk ratings are testament to the planning and assurance arrangements that have been developed and strengthened in Bon Accord Care over the last year.

In addition, we provide an annual performance report which is considered by both the Council's Strategic Commissioning Committee and the Integration Joint Board. The Strategic Commissioning Committee highlighted the "critical role that Bon Accord Care has played in the city's response to Covid-19, by providing invaluable support to the most vulnerable people in Aberdeen".

The Care Inspectorate is a scrutiny body which supports improvement by looking at the quality of care in Scotland to ensure it meets high standards. Care services are given grades when inspected, and they look at key areas for quality of care and support, quality of physical environment, quality of staffing, and quality of management and leadership, centred around the Health and Social Care Standards.

A further scrutiny question was added in response to the pandemic – How good is our care and support during the Covid-19 pandemic?

The usual inspection routine was changed with inspections carried out for this question only and focused on the Care Home services.

We were rated highly with an average grade of 4.14, and positive changes were made where any improvements were identified. This reflects our hard work, commitment and quality of service that we continually deliver to the people who use our services.

Inspections were carried out jointly by the Care Inspectorate and a public health representative. Unannounced visits have been carried out by Aberdeen City Health & Social Care Partnership with their focus on infection prevention control measures in the services with supportive feedback and recommendations provided.

care inspectorate report 1

date: 1st July 2020

location: kingswells care home

grade: 5 - very good

At the time of inspection people had altered opportunities for socialising and being active (because of government guidance). A lot of thought had been put into how to keep people safe while helping them to maintain their normal lives. Examples we saw were:

1. Clear markings to place furniture so it could be used and still maintain social distancing
2. Activity packs which were wipeable to afford easy access when someone wanted to do something, for example chair based activities

When we considered the infection control in Kingswells Care Home we found a very good standard of environmental cleanliness and a high standard of staff knowledge about infection prevention and control.

As part of understanding the Covid-19 pandemic the government need many statistics and the manager understood these daily notifications and submitted them accurately.

care inspectorate report 2

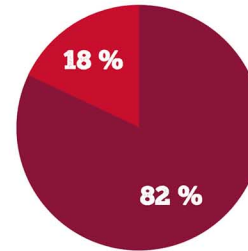
date: 23 March 2021 with a reinspection 16 April 2021

location: balmagask care home

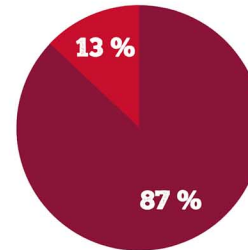
grade: 3 - adequate

The initial inspection identified a number of specific issues within the care home. These were swiftly addressed and the follow up inspection identified that all the requirements were met within one week of the initial inspection, and noted the following: "Comprehensive written audits were in use, covering all areas in the home," "no areas of poor infection prevention and control were apparent.

People were living in a safe environment". "There were the right number of staff on duty to support the residents while also maintaining cohorting to aid infection control". "The atmosphere was lively and people looked cheerful".



2019/20

**Compliments
v Complaints**

2020/21

**Compliments
v Complaints**

We actively seek feedback, listen to views and learn from the opinions and information we receive from the people we support and their families to inform a cycle of continuous improvement for our services. With the restrictions and social distancing requirements, digital solutions were used; MS Teams for 6 monthly reviews, electronic surveys and staff having day to day conversations. It is hoped with the easing of restrictions we can return to face to face meetings and information sessions.

We have a comprehensive compliments and complaints process that clearly sets out our responsibilities and is in line with the Scottish Public Services Ombudsman best practice. The contact details for our leadership team, the Aberdeen City Health and Social Care Partnership, and those of the Care Inspectorate, are prominently placed throughout all our buildings. All complaints are reviewed regularly by our corporate management team and through service audits. The increase in compliments continues and was most welcomed by the staff team as recognition of their efforts to maintain a quality service throughout a difficult year for our service users and their loved ones.

20



SERVICE USER EXPERIENCE

HOW WELL HAVE YOU BEEN SUPPORTED THROUGH Covid-19?

WE SPOKE TO THE FOLLOWING BETWEEN JUNE AND AUGUST 2020,



185 IN 44 SHELTERED BUILDINGS



34 IN 4 VERY SHELTERED BUILDINGS

HERE'S WHAT YOU HAD TO SAY...

VERY SATISFIED OR SATISFIED

Q1 - How satisfied have you been with the service you have received from BAC, during this difficult time?



YES



Q2 - Do you feel you have been kept up to date with any changes that may have affected the service you receive from BAC?

NO

Q3 - Do you feel we can do anything more during these difficult times?



As part of our Customer Engagement programme, during Q1, to better determine the experience of being supported by Bon Accord Care through the Covid-19 pandemic, the communications team carried out a service user survey, involving service users within both sheltered and very sheltered housing across 44 sites.

The first question looked to determine how satisfied the service users were regarding the level of service received since the beginning of the pandemic. The second question was aimed at uncovering how well changes to care and services were communicated, while the third question asked service users if they felt BAC could have been doing more for them.

Of the 185 service users within sheltered housing, 183 (99%) were either very satisfied or satisfied with the level of service they had received.

97% of those in very sheltered housing, who were asked about the level of service they had received during the Covid-19 pandemic period, were either very satisfied or satisfied.

efficiency and quality

Some comments from service users:

'Carers are good, can't praise them enough'

'Staff are all great'

'The staff work so hard'

'The staff are very good. Very helpful and kind'

'The carers are doing a brilliant job'

'The carers are lovely, nothing is too much trouble'

'Staff are so professional, very much appreciated'

'Staff are my angels'

'Can't fault the carers, I'd give them 100%.'

'This place is magic, the girls are all wonderful'

efficiency and quality

Bon Accord Care is recognised externally for our continuous improvement approach and the quality of services we provide. We are immensely proud of these awards and external recognition which is a testament to the dedication of our staff.

Bon Accord Care were selected as finalists in the Northern Star Business Awards in 2021 under the category 'Inspiring Futures'. This award was a deserved recognition of the dedication and commitment of our young people and our partnership working with senior phase pupils across Aberdeen City.

Our Young Workforce Lead said 'Being a finalist for this award is an absolute credit to our young people who have worked tirelessly through a difficult time to support services and achieve their personal work based learning goals. I am incredibly proud of each and every one of them.'



Bon Accord Care recognises the value of serving personnel, both regular and Reservists, veterans and military families who contribute to our business, and our country. We will, when recruiting or during employment, ensure that no member of the armed forces community, is treated unfairly because of this.



We are currently working towards our Silver award.



We have maintained our ISO9001 award. We are committed to continuous improvement, and our Quality Management System provides a framework for measuring and improving our performance. Quality is paramount to our organisation and we strive to provide services which exceed expectations.



As an employer Bon Accord Care has signed the 'Charter for Employers Positive about Mental Health', and we will always maintain the standard expected. Bon Accord Care is committed to creating a supportive and open culture, where all employees feel able to talk about mental health confidently and without judgement.



The Eat Safe Award, operated by Environmental Health Services in conjunction with the Food Standards Agency in Scotland, provides an incentive to food businesses to strive for food hygiene and food safety management standards beyond those required by law.

In recognition of our commitment to, and the standard of excellence we have reached, in food hygiene and food safety management for our service users, three sites within Bon Accord Care have received the Eat Safe Award, they are Rosewell House, Balnagask House and Coronation Court



We are accredited at and have maintained our Gold Award since 2018



As well as providing care to the vulnerable people we support, many of our employees meet the description of 'Unpaid Carer' and look after family members, friends or neighbours who are affected by disability, physical or mental ill-health, frailty or substance misuse.

The award, operated by Carers Scotland on behalf of the Scottish Government, was given in recognition of our commitment to responding to the needs of our staff who are also carers and we continue to provide support to all unpaid carers across the organisation, helping our employees balance their work and caring responsibilities.



Certified Organisation

The Telecare Service has maintained accreditation from the Quality Standards Framework (QSF). The Quality Standards Framework was developed as an independent audit and certification programme for the Technology Enabled Care Industry. TEC Quality runs and further develops these standards to audit against.

Bon Accord Care is the only organisation in the north east, and remains one of only a few in Scotland, to hold this award. QSF certification is forward thinking and helps to further build robust services, reduce risk, improve service user outcomes, and demonstrate a commitment to continuous quality improvement.

The report highlights reorganisation that was considered necessary to cope with Covid-19, thus ensuring services are maintained and procedures are implemented, while minimising the risk of spreading the virus.



Tom Lambert - Sport Aberdeen

During the summer ten independent Volunteers were recruited to provide support in our Sheltered Housing, Very Sheltered and Wellbeing teams. Volunteers, provided support by befriending some of our most isolated service users, enjoying a chat or supporting with a walk in the local community. Volunteers also supported our teams to deliver meals to our service user in their own flats in our Very Sheltered Housing services. Support was also provided to the Wellbeing team, by making regular check in calls with staff who were shielding.

We also welcome young volunteers to take up opportunities within our services, enabling them to evidence the required volunteering component for the Duke of Edinburgh Award Scheme.

Plans are now underway to develop volunteering opportunities further: including the development of a befriender volunteer service working across the city.

It exciting to be developing a Volunteer Culture within BAC and the potential benefits which this can bring to help support our service users to reach their identified outcomes and reach their full potential and lead independent lives.

This has been a different year in so many ways, including volunteering. During the pandemic Bon Accord Care received many donations from food delivers to services, soap for service users, comfort boxes for staff and clearing car parks during the snow. We cannot thank, families, individuals, local business and community groups enough for kindness and support to our staff and services throughout the last year.

When the first lockdown started, we were delighted to receive support from our partners. Staff, furloughed from Sport Aberdeen and Aberdeen City Council, worked with us to support our service users in Very Sheltered Housing complexes by helping deliver meals and cleaning high touch point areas.

This turned out to be a really rewarding experience for all those involved.

"During a time of such upheaval, uncertainty, and stress, it was a calming and deeply rewarding experience to offer some assistance to the Support Workers on their rounds by serving meals, deep cleaning, and other General Assistant duties."

"This was an excellent investment in my time, as a Service Supervisor. I ensured that all our volunteers experienced a sense of being appreciated and supported during these exceptional times. It was so lovely to see the impact of this work in Coronation Court to both staff and Service Users"

As a result of normal winter pressures, and also the concern for a potential second wave of Covid-19, meaning that hospitals could be overwhelmed and Care Homes closed to admissions, BAC were asked to provide additional Care at Home capacity during the period November 2020 – March/April 2021.

A new additional Care at Home service was quickly put in place which allowed the increased demand for care over the winter period to be met at home, rather than people needing to go to a care home or hospital.

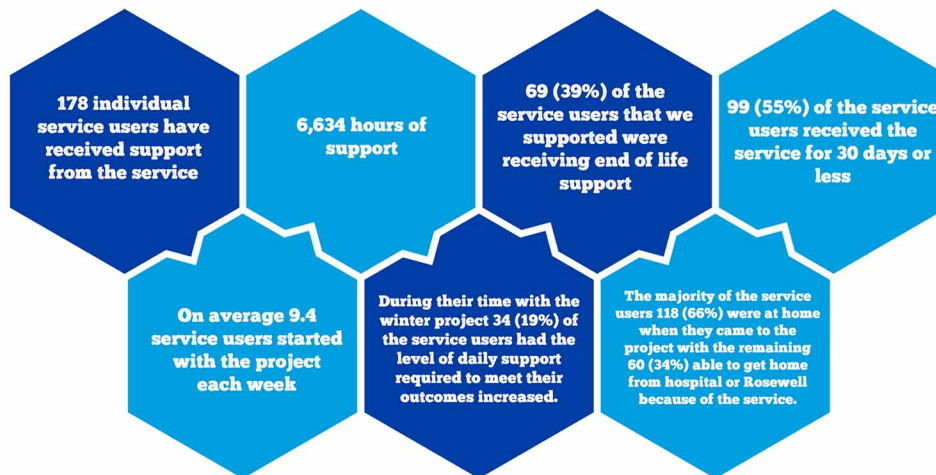
The success of this initiative, was achieved through the hard work and determination of our teams: the additional support was provided at short notice, shortly before Christmas and at a time where BAC, like many health and social care providers, were also experiencing operational challenges due to winter pressures and the Covid-19 pandemic. Initially existing staff undertook additional duties while an extensive recruitment, selection and development process was ongoing.

One of the main priorities of the project was to provide end of life support to service users with acute needs who had no previous social care support. This allowed them the choice to remain at home with their loved ones around them in a familiar, non clinical setting.

The numbers and complexity of service users required meant the project necessitated a significant amount of first line management time to ensure that service user needs and outcomes were met as well as maintaining rotas and changing staff workloads to ensure efficiency and continuity of support.

This project has received several compliments from service users and their families and has meant that service users have received support that they would not have if it was not for this initiative being implemented at pace.

The project is an excellent example of effective joint working between frontline operational staff from BAC, Care Management Resource Co-ordinator (CMRESO), Aberdeen City Health & Social Care Partnership (ACHSCP), Hospital Discharge Team and Granite Care Consortium. Along with the BAC Operations Director and ACHSCP Service Managers, frontline staff and managers have worked together to ensure service user current and future needs were met. The success of this initiative would not have been possible without the good relationships and strong partnership working ethos.





Next Steps

Discussions are ongoing about continuing and building on this initiative. We hope to facilitate a planned approach which will accommodate increasing needs. There will be a need to scale up staffing for the winter period in advance which should negate any lag in providing support.

BAC continues to look at ways we can work closer with hospital at home, care management, other care providers and district nursing teams. Between now and next winter, the aim will be to collectively assist in meeting the additional care at home need which, on top of the standard winter surge, is only expected to increase.

I would like to thank you and your team for your care of my husband. Initially, he was reluctant to make use of your service but, after a few days, he settled down and found the care of your team really helpful.

They were always very aware of how he liked to be dealt with and showed compassion and understanding on their visits.

All the team were good but my husband found Danielle to be especially understanding of his needs.

The support we both received at this difficult time was very much appreciated.

Wife of Service User

Jackie,

I just wanted to say thank you for the support you are giving my dad. He has been so happy these past two weeks and it's great he is letting you support him.

Daughter of Service User

Good morning Bala,

Everything is fine thank you. My husband is receiving outstanding care from Jacqueline and Michelle.

It was good to see Yvonne too when she visited, she is another excellent carer, I met her when she was working for SRS. Take care and stay safe.

Wife of Service User



michaela's story

I am very proud to have worked for City Home Helpers for almost 3 and a half years now and each and every day I look forward to going to my work and seeing my clients.

My hours fit around my children's school hours which is very important to me as a working mum.

I have the same clients each week which I love, as it has allowed me to build up a good relationship with them and I think the continuity is so important too. It means my clients know who is coming to see them each week and equally I know who I am going to see and what they require from me during the visit.

It's so rewarding being part of my client's day and I enjoy being there to assist with a variety of different things including housework, food shopping, accompanying someone to an appointment or a social visit for a chat and a cup of tea.

I also enjoy picking up extra hours allowing me to meet clients I wouldn't usually see. I am so grateful to be being welcomed into my clients homes each week - I love making a difference to their day, and in turn they also make a difference to my day too.

For a number years, City Home Helpers has been providing a domestic, social and companionship service for older adults, or those living with a disability or for anyone with a physical or mental condition, so they might continue living in their own home while remaining connected to their community.

The Covid-19 pandemic greatly impacted the City Home Helper Service and this was especially so during the first lockdown, when a number of users suspended or cancelled the service and as a result the total hours for the year and total number of clients are both lower than previous year.

Once the first lockdown and restrictions were relaxed the service launched two new services, in addition to the original social and domestic service City Home Helpers has launched a Wellbeing call service and a foot care service.

With the wellbeing service our trained staff will make a phone call each day to check on the individual's welfare. This service is particularly beneficial for those living alone and can help with individual welfare and safety, medication checks, as well as signposting to other local support, whilst helping to reduce isolation and loneliness. With the footcare service staff can provide toenail cutting, apply creams and ointments as well basic education to the customer on their general footcare.

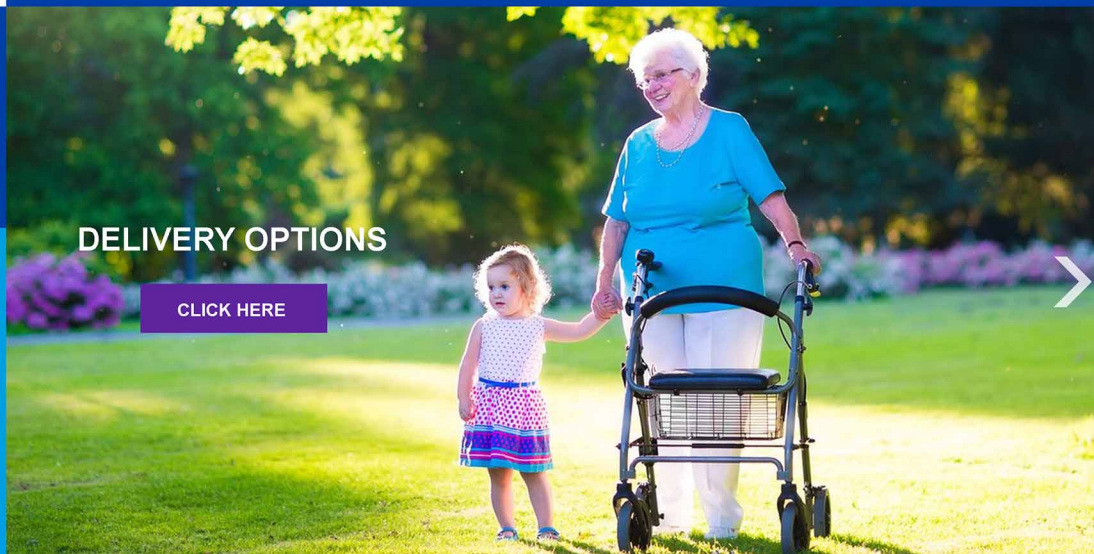


To achieve our vision of a 5-star service we must continue to adapt to changes in the wider social care agenda. To help meet this challenge in September 2020 Bon Accord Care began to deliver services via 6 community hubs, based on a locality model structure across Aberdeen City.

Achieving even greater integration between our services and communities, aligns with our strategy, and the strategic direction of the Integrated Joint Board (IJB) and Community Planning Aberdeen. As we come through the Covid-19 pandemic, this approach will enable us to better support our communities through even greater alignment with other community assets and services, and of course, the people in our communities.

DELIVERY OPTIONS

CLICK HERE



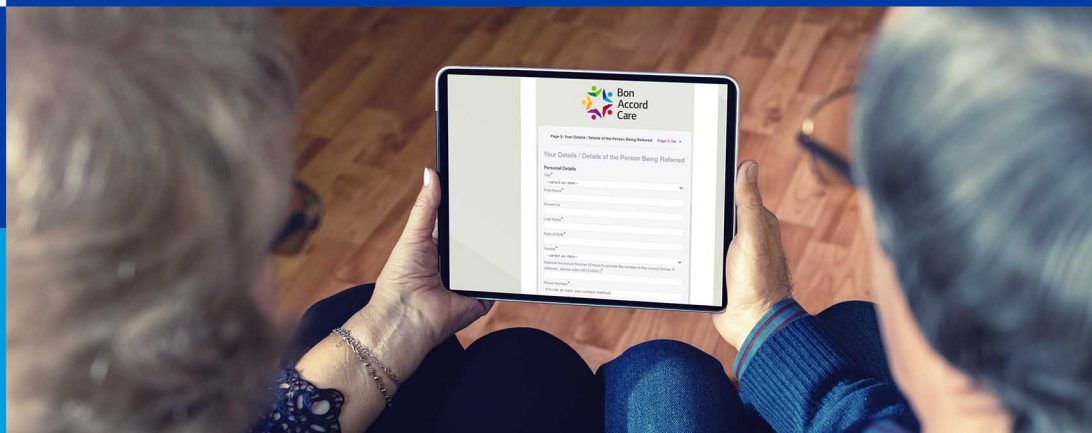
In September our new online retail service **equipmeforliving.com** was launched.

The site offers a range of independent living equipment products which aid daily living and come with free delivery across Aberdeen City and parts of Aberdeenshire.

There is also a click and collect option. Customers can request an assessment which will be carried out by an occupational therapist, in person where possible, or remotely by telephone or video call.



<https://www.equipmeforliving.com>



Implementation of our company wide scheduling and care management system commenced in May last year. This system has provided us with the ability to streamline our processes, have visibility of our activity across services and produce reports containing a wealth of management information.

Since Skedulo's introduction, we have been able to transform several processes which were previously on paper, enabling us to provide a better, more efficient service to our users.

"Our city wide services team can now receive online referrals, accessible to all from our website. Having online referrals allows service users, professionals and family members or carers to refer to the service at a time that suits them. We are then able to gather the information we require to triage the referral and pass to the appropriate service or team. The system also allows for internal referrals to be made quickly without having to fill in detailed paperwork".

City-Wide Services Manager

29

innovation and
early intervention

January to end
of March 21

Page 71
Bon Accord Care
Rehabilitation
admission: 43
Frailty pathway
admission: 143



Rosewell House is a 60 bedded care home providing rehabilitation, short breaks and alternative care beds.

In January 2021, there were significant pressures across health and social care, resulting from the second wave of the pandemic, with concurrent winter pressures. In order to support the civil contingencies situation arising as a result of these pressures, 40 beds within the care home were transferred to run as an interim NHS facility, providing step up and step down beds supporting early discharge from hospital and prevention of admission to hospital from the community. The staffing complement has changed with Care Management, Medical, Nursing and Allied Health professionals working alongside Bon Accord Care staff.

This is a truly integrated service with the people of Aberdeen benefiting from shorter stays in hospital or remaining in the community for hospital care with the right service, right place, right time.

Bon Accord Care manages the remaining 20 beds which are mainly used for rehabilitation and a place of safety through Adult Support and Protection.

The future plan for the facility is to provide intermediate care for both step-down from hospital and step-up from community, as part of the Frailty Pathway element of Operation Home First (OHF), a cross system initiative led by Aberdeen City Health and Social Care Partnership (ACHSCP).

The model seeks to increase the capacity in the system, as well as meeting the aim of delivering the right services, in the right place at the right time, whilst also reducing the need for unscheduled admissions and enabling the safe discharge of patients from hospital who require further care prior to returning home.

The lessons learned from the current interim model will be invaluable in informing the future model, to ensure successful achievement of the desired outcomes.



2020/2021 has been an exceptional year as a result of the Covid-19 pandemic. As we commence the current year we are starting to see signs of emerging from the pandemic. However, we are clear that the pandemic will leave its own legacy on Bon Accord Care as it will across every community, family and community in Aberdeen and further afield.

Looking forward we will ensure that the lessons learned from the pandemic are integrated into the way we operate our services – including striking the right balance between infection prevention and control and providing safe homely based services. We will build on the many positive relationships across our services and local communities that have been strengthened over the last year.

We will continue to invest in supporting our workforce, building on the “Connecting BAC” cultural review and supporting our teams to implement the outcomes of this co-produced activity.

As we develop our new strategic plan, we will ensure its alignment with the City's refreshed Local Outcome improvement Plan and the Integration Joint Board refreshed Strategic Plan, ensuring that Bon Accord Care plays its full role in supporting the delivery of these partner plans.

We aim to develop as an organisation: identifying and maximising opportunities for business growth while continuing to improve our business processes to ensure that we are maximising the care that we can provide within our available resources. Increasing the use of digital innovation as a means of both enabling our staff to spend more time caring, and as a means to enable people to live independently.

We will encourage staff to be innovative and operate in an agile way – delivering on our strategic priorities, being flexible and ready to adapt in light of opportunities presented as a result of the current focus on social care nationally, and most importantly continuing to provide high quality services for the people we care for.


With the backdrop of the Covid-19 global pandemic, 2020/21 was an extremely challenging year for the business. Despite this, Bon Accord Care managed to exceed the financial targets by delivering a trading surplus of £77,000, realising the targeted efficiencies savings of £929,000 that were set at the start of the financial year. Despite the detrimental impact Covid-19 has had on our overall activity levels, Care Inspectorate gradings have been maintained. It is great credit to our managers and staff that this has been achieved despite the backdrop of a global health pandemic that has affected all of us within the care sector.

As in previous years the positive trading result is negated by the necessity to report (under FRS 102) an actuarial view of the present value status of our staffs' defined benefits pension arrangement with the North East Scotland Pension Fund. This assessment sees our reported pension deficit decreasing by £12,060,000 to £3,549,000. The decreased liability arising from, in the main, the updated actuarial assessment on the impact of Brexit and also the general economic outlook for the UK taking into account the Covid-19 pandemic. The decreased pension liability is a credit to our statutory accounts with the result that the reported trading profit of £77,000 becomes a Comprehensive Income of £12,481,000.

Readers should understand that the provision presented in the accounts for the actuarially assessed pension liability does not mean that the company faces any "must pay now" liability, rather it is a closely regulated and prudent external assessment of the overall present value of the pension liability funding position over time. No cash losses or charges arise in the practical sense.

Meeting our financial obligations means that our overall efficiency savings targets have been met, and by reporting a trading profit, exceeded.

The major challenge during 2021 has undoubtedly been the impact of the Covid-19 pandemic. Like the entire social care sector, Bon Accord Care has been significantly affected by the pandemic. Our staff have been valiant in their efforts to maintain the level of quality and care to our service users that they should expect. The safety of both our staff and our service users has been paramount during this pandemic. Covid costs amounting to £1,820,000 have been incurred in 2020/21 from a combination of PPE purchases, staff costs and other associated costs. These costs have been met fully by additional funding that has been provided by the Scottish Government. Without this additional funding, Bon Accord Care, like many other social care providers, would have generated significant losses that would have jeopardised our ability to provide quality care.



As was noted in last years Annual Report we are into the second year of our contractual agreement with Aberdeen City Health and Social Care Partnership. Our contract will run to 2024. This contract has seen a shift in the focus of our service delivery to a more outcomes-based approach model with an emphasis on early intervention and keeping our service users as independent as possible. Our contract is also flat funded arrangement resulting in no uplifts over the contract duration. This results in the company having to find efficiency savings that assist our managers deliver the quality and outcomes required whilst also allowing the impacts of payroll and pension uplifts as well as general cost inflation to be absorbed. During the year several initiatives have been undertaken to help facilitate this, including:

Skedulo – our drive towards digital transformation has continued with our Skedulo system now supporting both our operations and service users. Despite the impact of Covid-19, the Company continues to progress having Skedulo at the centre of an integrated management information system.

Structure – the Company has undertaken an organisational restructuring during 2020/21 moving to a geographical structure for both our Care Homes and Care at Home operations. Moving forward, this restructuring will lead to significant operational and financial efficiencies the results of which can be redirected towards our front-end service delivery.

Looking forward to 2021 and beyond significant challenges still remain. The impacts of Covid-19, both operationally and financially remain. Whilst the Company continues to manage the operational impacts of the pandemic, the financial situation remains less certain. Signs of the central government funded Covid-19 funding arrangements changing are beginning to emerge. The potential future impacts of this remain uncertain and the potential that despite our best efforts 2021/22 could result in a loss being generated by the end of the year. The company will do everything to avoid or minimise this position but until the funding situation is clear this remains a real business risk. In addition, the financial impacts of a flat funded contract arrangement remain with further additional efficiencies to be achieved in 2021/22 if the Company is to successfully absorb the inflationary increases for this current financial year.

In summary 2020/21, despite the Covid-19 pandemic, has been a successful year from a trading perspective with our savings being met, a trading profit being generated, and our activity and quality targets being met. Moving forward, 2021/22 sees the Company trading closely to budget despite the impact of Covid-19. Any potential changes to the central funding available for Covid-19 still need to be determined.

Consolidated Profit & Loss Accounts for the Year to 31 March 2021

Unaudited Accounts

Turnover

		2020/21		
		Unaudited Accounts £000's	Budget £000's	Var £000's
Aberdeen City Council Contract		30,304	30,304	0
Other Incomes		3520	1387	2133
Total Turnover		33,824	31,619	2133
Operational Costs				
Staff Costs	Payroll	(21,835)	(23,679)	1,844
	Pool	(4,168)	(2,222)	(1,946)
	Agency	(902)	(620)	(282)
	Other Staff Costs	(430)	(141)	(289)
Total Staff Costs		(27,335)	(26,662)	(673)
Premises	Lease & License	(1,247)	(1,232)	(15)
	Premises Costs	(944)	(634)	(310)
Administration		(597)	(642)	45
Transport		(182)	(183)	1
Supplies & Services		(2,747)	(1958)	(789)
Commissioned Services		(205)	(206)	1
Total Operational Costs		(33,257)	(31,517)	(1,740)
EBITDA		567	174	393
Interest Receivable		7	30	(23)
Depreciation		(499)	(204)	(205)
Corporation Tax		2	0	2
Surplus Against ACC Contract		77	0	77
Statutory Accounts: Pension Adjustment				
NESPF: FRS 102 decrease in pension deficit		12,404		
Unaudited Financial Result		12,481		

Variance - (Adverse) / Favourable

Consolidated Profit & Loss Accounts for 2020/21

			2020/21 £000's
Incomes			
Core Aberdeen City Council Contract			30,304
Other Incomes			2773
Total Incomes			33,077
Operating Costs			
Staff Costs	Payroll		(21,715)
	Support Pool		(3951)
	Agency		(871)
Premises			(2191)
Supplies & Services			(3303)
Transport			(167)
Other Operating Costs			(491)
Total Operating Costs			(32,689)
New Business Initiatives	Net Surplus		178
Surplus Before Interest, Depreciation and Tax			566
Interest Receivable			7
Depreciation			(499)
Corporation Tax			3
Trading Surplus			77
Decrease in pension liability			12,404
Total Comprehensive Income For The Year			12,481



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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen Sports Village Annual Report
REPORT NUMBER	COM/21/236
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	4.4

1. PURPOSE OF REPORT

- 1.1 This report presents the Aberdeen Sports Village (ASV) annual review in order to provide Committee with an overview of performance of service delivery by ASV during the financial year 2020/2021 (1st August 2020 to 31st July 2021).

2. RECOMMENDATION

- 2.1 That the Committee notes the Aberdeen Sports Village Annual Report appended to this report for the Council's interests.

3. BACKGROUND

- 3.1 Aberdeen Sports Village Limited is a company limited by guarantee with charitable status. Established in 2009, ASV is a joint venture with Aberdeen City Council and the University of Aberdeen.
- 3.2 Although a joint venture, ASV is considered a Tier 1, Arm's Length External Organisation ("ALEO") of the Council.
- 3.3 ASV was the first joint venture of its kind in the United Kingdom and remains an example of best practice in the Sport and Physical Activity sector. Aberdeen Sports Village is Scotland's premier sports, fitness and lifestyle venue. It hosts international sports event and offers multiple sports facilities, including an IAAF accredited 400m athletics track and UKA indoor athletics facility, an Olympic standard aquatics centre, a state of the art gym, exercise and lifestyle classes.
- 3.4 An annual review report on ASV's business plan is appended to this report. It includes a qualitative summary of outcomes, outputs and activities undertaken by ASV, how these align against the priorities of the Local Outcome Improvement Plan and progress made to-date. The annual report also details how ASV's activities have delivered against ACC strategies and action plan priorities and provides details of user numbers, other income received and any challenges faced.

- 3.5 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2020/2021. It should be noted that ASV align to Further Education academic year for financial reporting which is between 1st August through to 31st July each year. ASV was closed to customers for 5 out of those 12 months during 2020/2021 due to the current pandemic.
- 3.6 During the summer lockdown period in August 2020, only outdoor sport and activities were permitted, in very small groups. ASV provided provision for a selected group of Scottish swimmers and divers. Slowly some indoor sport and activity was permitted to return from 31st August 2020, and the ASV gym and pools opened up; a carefully phased re-introduction of programmed activity (including community sport, University sport, learn to swim, and performance sports programmes).
- 3.7 Between October and December 2020 ASV progressed with their phased return of sport, health and fitness services in line with guidance. The University Sport's clubs returned as permitted, with all 46 clubs who train within ASV's facilities returning to some form of activity, as well as the full range of Community Clubs. ASV worked collaboratively with other pool operators across the city to ensure that all Aberdeen swimming clubs were offered equitable access to the city pools that had been able to open.
- 3.8 ASV had to close for business again on the 24th December 2020. Contained within the Appendix to the report is the detail of subsequent phases of reopening to present time.
- 3.9 The undernoted tables provide an overview of ASV user numbers within regeneration areas of the city.

2020-21			2019-20	
SIMD Area	Members	% Total Members	Members	% Total Members
1 Torry	27	0%	59	1%
2 Middlefield, Mastrick, Northfield, Sheddocksley	241	3%	285	3%
3 Seaton	748	8%	1042	11%
4 Tillydrone	188	2%	230	3%
5 Woodside	199	2%	255	3%
6 George Street	305	3%	435	5%

9195

SIMD Area		Members	% Total Members
1	Male	3348	36%
2	Female	3467	38%
3	Unidentified	765	8%

SIMD Area		Members	% Total Members
1	0 - 4	262	3%
2	05-15	1574	17%
3	16-24	2227	24%
4	25-44	1821	20%
5	45-59	711	8%
6	60+	962	10%

- 3.10 A passport scheme was introduced, in a phased approach, during May 2021 and approximately 500 passports were sold by the end of July 2021. As of November 2021, ASV have sold 1800 passports. Analysis of this passport data is being carried out but ASV are in the middle of changing leisure management systems so this will not be completed until January 2022.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report. The Council currently provides £853,083 of annual revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre. In addition, the Council makes an annual contribution of £ 94,153 toward the delivery of the City's performance swimming programme.
- 4.2 As per the terms of the Joint Venture Agreement, the University of Aberdeen provides the same level of revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre.
- 4.3 It should be noted that ASV's financial year is different to the Council. It runs from 1st August to the 31st July and is referred to as the "contract" year.
- 4.4 For 2020/2021 ASV had a trading income of £ £1,104,261 with sponsorships and donations accounting for a further £610,068.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	Poor service to customers.	L	The annual report enables the Committee to review the performance of the service delivery by ASV.
Financial	No risk arising from	N/A	Managed on a regular basis

	this report as annual budget is set by the Council as part of the budget setting process.		through the ALEO Assurance Hub and the Strategic ALEO meetings with Council Chief Officers.
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	L	The annual report enables the Committee to review the performance of the service delivery by ASV.
Environment / Climate	N/A		

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of prosperous economy.
Prosperous People Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of prosperous people.
Prosperous Place Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of a prosperous place.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required.
Data Protection Impact Assessment	Not required.

9. BACKGROUND PAPERS

None.

10. APPENDICES

Aberdeen Sports Village – ALEO Annual Report

11. REPORT AUTHOR CONTACT DETAILS

Name Craig Innes
Title Chief Officer – Commercial & Procurement Services
Email address cinnes@aberdeencity.gov.uk

ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	<p>Aberdeen Sports Village</p> <p><i>Important note – ASV’s financial year (referred to as the <u>contract year</u> in the Joint Venture Agreement) starts on the 1st August and ends on the 31st July. The information provided in this report is for contract year 2020 – 2021.</i></p>
REPORT COMPLETED BY:	The ASV Executive Team
DATE:	22 ND November 2021

SECTION 1 - Outcomes and outputs

Please provide a qualitative summary of outcomes, outputs, activities undertaken and progress made to date:
<p>The worldwide battle with COVID-19 would once again prove to be the dominating influence in ASV’s ability to deliver on strategic outcomes and performance indicators.</p> <p>This reporting year for ASV starts on 1st August 2020, ending on the 31st July 2021. The two national lockdowns breached this reporting year and resulted in ASV being closed for approximately 5 months out of the 12.</p> <p>ASV closes Friday 20th March 2020 – Opens Monday 31st August 2021</p> <p>ASV closes on 24th December 2020 - Opens Monday 26th April 2021</p> <p>Re-opening facilities of the size and complexity of ASV is not a simple matter. It involved adapting to changed customer restrictions and guidance, risk assessing new ways of working and customer flow and working very closely with all sporting clubs and organisations on their COVID arrangements. The sector has been hugely impacted and participation levels in sport will take a long time to bring back to pre pandemic levels. Young people and residents of SIMD areas have been particularly affected.</p> <p>On a more positive note, there is still lots to share in the 7 months that ASV was open in 2020/2021 which is shared later in this submission.</p>

Performance indicators:			
<p>This is the quantitative progress you have made in meeting targets over the year. These were agreed in your business plan / development plan and should be confirmed in your first quarterly meeting with your Lead Officer</p> <p>PLEASE DO NOT CHANGE THE BASELINE OR TARGET FIGURES.</p>			
Please complete all boxes			
INDICATOR		TARGET 20-21	ACHIEVED 20-21
See below table for full details			

Providing an outstanding customer experience, always	Measure
Attaining an annual average score of 80% or above from the quarterly mystery visit reports	-
Have less than 0.5 complaints per 1000 customers	0.1
Conduct annual customer surveys with an average satisfaction rating of 80% or above	-
To have an annual net promoter score of 8 or above	8
<p><i>Although ASV did not carry out an annual customer survey this year, ASV engaged with customers on Covid safety. A 'Return to ASV' Survey was conducted:</i></p> <ul style="list-style-type: none"> • <i>95% of our customers felt safe/very safe from survey</i> • <i>Net Promote Score of "Great" - 53 out of 100</i> • <i>93% of our customers were Extremely Satisfied or Satisfied with our offering upon reopening</i> 	
Having the highest standard of safety and quality in our facilities	Measure
Quest internal auditing programme - IV assessments	4 per year
Meet all HASAW targets detailed in the quarterly report	-
Asset Plan (Lifecycle reserve) Report to the ASV Board every six months	-
Achieve Pool water management best practice - Quality standard	-
Encouraging healthy and active lifestyle choices	Measure
Increase participation across all structured activity programmes by 5%	-
Increase general participation by 3% (linked to 1m visits per year)	-
Deliver two sustainable health initiatives in partnership	2
Improve the performance of the membership offer as identified in supporting KPI's	
<i>Total number of members</i>	5,392
<i>Yield (Average member income)</i>	£19
<i>Average length of member</i>	14
<i>Attrition</i>	10%
<i>Joiner Rate</i>	1%
<i>Total income</i>	626,924
Loving sport and promoting as a force for good	Measure
Establish reporting measures for focus sports and establish the return on investment	
Establish a clear understanding and agreement with University Sports strategy	
Provide all Aberdeen primary school children with the opportunity to experience ASV, creating an entire Aberdeen generation who have used our facilities (rolling target and objective)	-
Encourage the use of ASV from hard to reach communities	
Investing in the development of our people	Measure
Create a resource for training Academy and invest in the training and development of our people	See education & training section
Deliver a staff recognition event, recognising the contribution of our people	-
Establish and improve levels of staff engagement at ASV	-
Grow volunteer workforce by 2% (from 1650 hours)	-
Developing and nurturing athletes at all levels	Measure
Install underwater cameras in partnership with sportscotland, British Swimming, Scottish Swimming and cement ASV's and the city's place as a centre of excellence	Installed
Establish performance pathways across each focus sport	-
To have a partnership agreement with each focus sport NGB/association and/or strong club	-
Attracting and retaining international, national and regional sporting events	Measure
Host 1 International event per annum	-
Host 8 National events per annum	-
Host 5 University events per annum	-
Delivering best value for our shareholders	Measure

Produce and develop an annual investment statement (annual report) for the shareholders	Complete
Grow student participation at ASV	-
Review the operating agreement with shareholders	-
Produce an options appraisal and supporting business case for a fourth phase in ASV's development	-
Continually growing our business in a responsible and sustainable way	Target
Reduce our reliance on partner funding	33%
<i>Become more efficient as a company as identified in supporting KPI's</i>	
Recovery rate (Net income/expenditure)	46%
Staff costs as a % of gross income	129%
Staff costs as a % of gross expenditure	59%
Subsidy per admission	£3.18
Annual Operating Costs (£/82,401m2)	£5.50
Produce a Environmental strategy for ASV	
Generate a surplus of 3% of net income for reinvestment in the business	-
<i>Improve financial performance across identified KPI's</i>	
Income per marketing spend	£12.60
Marketing expenditure ratio	8%
Spend per admission (net income/admission)	£4.13

If you have not met the targets set please give any reasons or explanation for this:

The Coronavirus pandemic, the subsequent national lockdown and tier restrictions. ASV operated for 8 months of contract year 2020/21.

Please provide a summary of particular successes or case studies:

Throughout the period of the pandemic, ASV closely followed guidance from the Scottish Government, **sportscotland** and all relevant sporting and fitness governing bodies. The year 2020-2021 subsequently followed a broken timeline of closures and phased opening-up to various groups, under a variety of restrictions.

AUGUST – SEPTEMBER 2020

During the summer lockdown period in August, only outdoor sport and activities were permitted, in very small groups; ASV was one of the first facilities in Scotland to open up to outdoor sports clubs, and indeed ASV provided provision for a selected group of Scottish swimmers and divers.

Slowly some indoor sport and activity was permitted to return from **31st August**, and the ASV gym and pools opened up; a carefully phased re-introduction of programmed activity (including community sport, University sport, learn to swim, and performance sports programmes).

Testimonial:

“A short note from me to offer a huge thanks for all of your support in opening up the facility to some of our swimmers and divers. It’s a great step forward for us and hopefully will help with your future plans also. It also demonstrates the strength of the partnership in working hard to realise this opportunity and thanks again. As it stands, I’m sure you must be the most active sports venue in Scotland!”

(Euan Lowe, Chief Executive of Scottish Swimming)

OCTOBER – DECEMBER 2020

ASV progressed with their phased return of sport, health and fitness services in line with guidance; with numerous other facility operators use ASV’s approach as the basis of their recovery.

The University Sport’s clubs returned as permitted, with all 46 clubs who train within ASV’s facilities returning to some form of activity, as well as the full range of Community Clubs. ASV worked collaboratively with other pool operators across the city to ensure that all Aberdeen swimming clubs were offered equitable access to the city pools that had been able to open, an approach applauded by Scottish Swimming.

Testimonial:

“We have worked with ASV to formulate guidance to enable a safe return to training. We are fortunate to have a world class venue available to us and the processes, video walkthrough and procedures they have provided have meant our athletics, coaches and parents are comfortable in returning to a safe environment. Dyce ASC are delighted to be back in the water and are grateful to ASV for their assistance in enabling this.”

(Dyce Amateur Swimming Club President)

Instant Neighbour Project

Throughout December 2020, members of the ASV Team organised collections of food and toiletries from ASV staff and customers, to donate to the Instant Neighbour charity, to help support those in need in the local area.



JANUARY – MARCH 2021

Lockdown Fitness

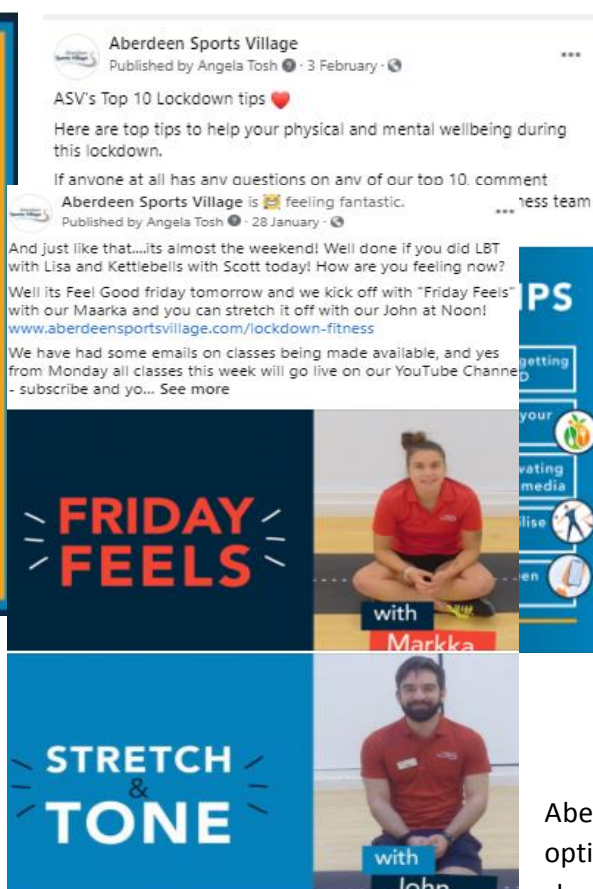
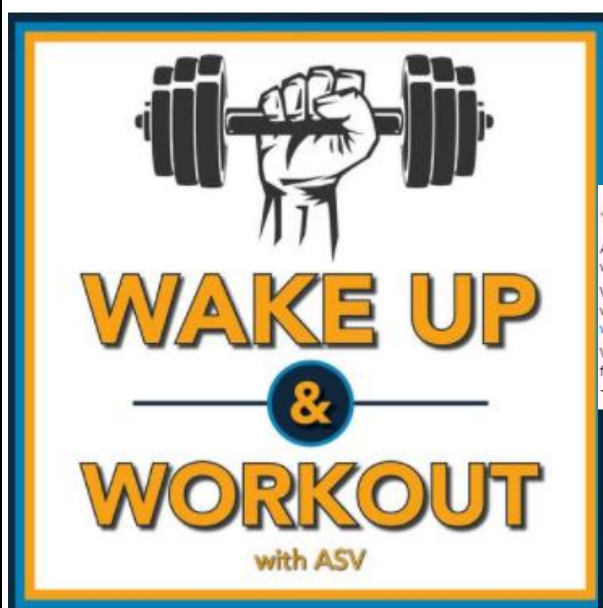
ASV closed its doors once again on **24th December 2020** and prepared for another period of lockdown. In early January 2021, ASV initially worked in collaboration with the local media, with an extensive feature highlighting the benefits of home fitness during lockdown and during the winter months, and how ASV was supporting the community with their suite of virtual classes.

On a weekly basis, the gym team and marketing team worked together to produce new material and content to provide on-going engagement.

A new web page was created and designed to ensure accessing the classes was easy for the user; eye-catching thumbnails were utilised to make the classes stand out on social media platforms; branded ASV memes and tips were posted; to ensure that the engagement was as strong as possible.



DAY	CLASS	TIME	COACH
MONDAY	MONDAY MOTIVATOR STRETCH & TONE	8am 12pm	Lisa John
TUESDAY	POWER WORKOUT ABS & CORE	8am 12pm	Scott Alex
WEDNESDAY	HIGH INTENSITY WORKOUT STRETCH & TONE	8am 12pm	Alex John
THURSDAY	LEGS, BUMS & TUMS KETTLEBELLS	8am 12pm	Lisa Scott
FRIDAY	FRIDAY FEELS WORKOUT STRETCH & TONE	9am 4:30pm	Markka John
SATURDAY	FAMILY FITNESS WEEKEND ENERGISER	11am 12pm	Tracy Lisa
SUNDAY	SUNDAY WAKE UP CALL	10am	Markka



PE with ASV

ASV reached out to local primary schools in Aberdeenshire to provide some additional and their weekly PE curriculum. The themed PE positively received with great engagement from a number of schools during the lockdown period. As the younger year groups (P1-P3) returned to school, we were delighted to hear that schools then began playing ASV's PE classes during assembly for the children to enjoy and join in.

Aberdeen and optional support to classes were very



Performance Sport

Under government guidelines, a number of local athletes were identified as having eligibility to travel, train and compete. ASV worked with the **sportscotland** institute of sport to ensure that all eligibility and permissions were completed, and were able to support athletes from swimming, diving, ladies' rugby, men's football and athletics.

On the back of this, Zoey Clark was selected by Team GB and led the women's 4x400m relay team to a silver medal at the European Indoor Athletics Championships in March 2021.

Testimonial:

"Just a note to thank you for your continued support around our performance athletes, and more specifically Zoey Clark... her success due in no small measure to her being able to continue accessing ASV, so thank you again."

*Donald Pirie, **sportscotland** institute of sport Regional Manager*

APRIL – MAY 2021

Following another successful and safe re-opening of the indoor facilities to the community on **24th April 2021**, our members, community sports clubs and programmes slowly returned, as well as the slow re-introduction of events.

As an example, the number of members returning to the ASV aquatics programmes during this re-opening, as compared to pre-pandemic were: Learn to Swim 82%; Learn to Dive 71%; Diving Club 99% and Performance Swimming programme 95%.

JUNE - JULY 2021

Summer Camps

The summer holiday programme of activities for children exceeded our originally expected offer, with the largest variety of camps that ASV has hosted to date.

With a total of 19 different week-long camps (multi-sports, table tennis, swimming athletics, badminton and diving), there were 822 participants; a total of over 19,000 participation hours.



ASV Families Summer Camps

To continue our work within the local Seaton area, ASV secured funding to provide free family sports camps, aimed at families in the local SIMD areas who have at least one child in primary school. The parents or guardians and other siblings all attended, so that ASV could facilitate healthy and fun activities for the whole family, whilst also supporting the physical and mental wellbeing of families during the summer holiday period. The camps offered free activities for 55 participants and 275 free meals.



Testimonial:

"It's a great initiative and one I would like to see continuing. It gave the children opportunities to experience sports they wouldn't otherwise get to. The lunches were substantial as well which is positive."

Parent from ASV Families Camp

Summer of Play at ASV

As a participating partner within Aberdeen City, and through accessing the governing funding via Aberdeen City Council, ASV was able to provide 1 hour of free family activity, every single day of the summer holidays, with a choice of swimming, badminton, table tennis, squash and pickleball; a total of 280 available sessions. In addition, 104 free places were offered on a range of children's multi-sports and learn to swim camps.

In addition, ASV worked in collaboration with a number of clubs and governing bodies to provide further camps. Most notably, the Scottish Football Association (SFA) "GOFitba" camps; 2 weeks of football camps for children in the SIMD areas in ASV's locale, with coaching provided by the SFA and meals by ASV (60 participants, and 300 free meals).

PERFORMANCE SPORT

ASV has been delighted to support local athletics competing at Tokyo 2020, in both the Olympic and Paralympic Games. Zoey Clark ran in the semi-final of the 4x400m relay to secure a 5th place for the team. Swimmers

Conner Morrison and Toni Shaw performed in their debut Paralympic Games, with Conner reaching the final of his event, and Toni winning an outstanding bronze medal for Team GB. ASV's Performance Coach Gregor McMillan was part of the GB Paralympic coaching team.



ASV AQUATICS ACADEMY

This year's Aquatics Academy operated in partnership with St Machar Academy; ASV delivered free academy training specifically aimed at dive coaching. 6 young people were guided through a number of industry qualifications including dive coaching, safeguarding and lifeguarding. This has not only provided valuable qualifications for these senior pupils, but will also provide employment opportunities, and will serve to enhance our diving team.



Testimonial:

"I found the Aquatics Academy experience brilliant - it was very enjoyable and informative and has allowed me to improve as a coach while also giving me an amazing SQA qualification for it!"

ASV Aquatics Academy candidate

EVENTS

During the periods of opening in this period, ASV held a greatly reduced number of events; 36 in total, including 17 local, 12 regional and 7 National events / training camps, including:

- The Scottish Athletics **National Open Championships** and SuperTeams
- A **Scottish Sirens Netball Camp** and an outdoor Netball Festival for junior and recreational players
- The 5th annual **ASV Santa Run** by necessity went virtual this year; individuals and families ran 1k or 5k, in one of our Santa hats to raise money for the Children's Hospices across Scotland (CHAS) and ASV's EnAble programme.



- The **Scottish Swimming Festival of Swimming** signalling the return of indoor events. ASV was 1 of 3 Scottish venues; 3 day event in July 2021, for all age groups, 200 athletes per session, 3 sessions per day, all action live streamed for family and friends.



- In partnership with Scottish Swimming and Scottish Water, ASV delivered sessions to all Junior Learn to Swim classes on water safety awareness, as part of **Drowning Prevention Week**, an annual campaign led by the Royal Life Saving Society.

Please provide a summary of any problems or issues that have required attention or action:

The COVID-19 pandemic, the subsequent national lockdown and tier restrictions.

ACC Strategies and Action Plan Priorities:

Please provide a summary of how your activities have delivered against ACC strategies and action plan priorities.

See LOIP information included in next section of annual report.

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan. <https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/>

LOCAL OUTCOME IMPROVEMENT PLAN THEMES

1. People (Children and Young People)

Directly linked to targets relating to increasing physical, mental, emotional health and wellbeing, ASV ordinarily delivers a suite of activities, specifically tailored for children and young people. This year, due to Covid restrictions, there were more limited opportunities to deliver recreational sports sessions for groups of children and young people, however programme delivery began to return where possible:

- Activities for **pre-school children**: to allow very young children to play and learn; no sporting activity sessions, however there were 53 aquatics lessons returned each week specifically for early learners (decrease of 26%)
- Activities and sports for **school-age children**: introducing children and young people to healthy and fun regular activity; working with key partner clubs to offer a seamless pathway to a club environment; a limited number of sporting sessions returned where ASV were able to deliver in partnership with community clubs, however junior learn to swim and learn to dive lessons returned strongly, to near pre-pandemic levels
- Sports and supervised gym sessions for **teenagers**: providing an opportunity to socialise with peers whilst enjoying being active; these sessions returned in the summer
- A **holiday sports camp programme** for all ages and abilities: following a quiet year of camps, the summer holiday programme was refreshed and revamped following the period of lockdown, with ASV delivering many more sports-specific camps, in partnership with clubs and governing bodies, and camps which offer more flexible hours for working families (see further information in the section above)
- Children's **aquatics programme**: already well established in the city, there were 1,600 children and adults enrolled in the whole aquatics programme prior to the pandemic, with 1,150 children in the learn to swim programme; following many adaptations throughout the year, the programme built back to 1,350 total members, and 950 children in learn to swim by July 2021 (a decrease of circa 16%). Plans are in place to

further expand the programme following a successful summer of intensive learn to swim and learn to dive camps.

In relation to improving **post-school learning and employment opportunities**, ASV is committed to offering opportunities for vocational learning and work experience, with a view to supporting a well trained and prepared future workforce in the city.

- With a high proportion of the ASV workforce under the age of 25, with many still in further or higher education, ASV provides mentoring support, and on-going training to its young people
- Engagement with the young team was of particular importance during the periods of furlough for various team members, with ASV offered a comprehensive suite of online training opportunities
- ASV provides part-time and flexible employment opportunities for University and College students, and invaluable first steps and experience in the industry to senior school pupils
- The partnership with DYW North East (Developing the Young Workforce) has been positive for our youngest employees, and we continue to work with the group to facilitate modern apprenticeships and professional development
- ASV has supported a number of staff to become qualified in their field to deliver high quality, governing body recognised training courses; the short-term aim is to expand its delivery in relation to such courses, with a view to building a nationally recognised Training Academy, which will continually provide education and training
- Secured funding for delivery of training to young people free of charge to enhance their employment potential will continue to be pursued and delivered

2. People (Adults)

The key areas where ASV will continue to evidence support in this area include building resilience within communities and supporting families, and increasing healthy life expectancies.

- Through enhanced customer engagement, ASV provides flexible and affordable opportunities for adults to participate in a variety of activities, via the Lifestyle Membership, or Lifestyle Day Pass
 - 265,649 visits to ASV
 - On average there were 5,392 individuals with membership at ASV, a decrease of 33%
- For senior members (over 60s) the Evergreens Lifestyle Membership lies at the core of the programme; a heavily discounted membership giving access to over 30 specialised sessions of sport and physical activity each week
 - Evergreens membership saw 705 Evergreens members on average across the year
 - 28 specialised sessions of sport and physical activity each week for Evergreens
 - 15,637 Evergreens participations
- ASV will continue to support the integration and health and wellbeing of our local population, working to deliver in partnership with the relevant bodies; whilst specialist classes such as Cardiac Rehabilitation and Stable and Able were not able to return in this year, ASV has continue to engage with the NHS, the instructors and participants, and classes will return to the same level

3. Place

Contributing to the city, and enhancing the positive environment in which people can live, work, study and visit, is very important to ASV.

- As a community sports facility, we aim to continue to evolve our ASV 'family' and make the facility as welcoming as possible for all people.
- We will continue to support our very local communities, by utilising funding opportunities and volunteers to deliver activities, food and education, through community projects (previous projects include breakfast clubs, family projects and sheltered housing projects within the Seaton area)
- We are committed to reducing our carbon emissions

- We support our ASV Team with their own voluntary community-based projects, such as collecting presents or raising money for local charities, or collecting food for local distribution; ASV will encourage and champion such individual and team efforts in light of current and on-going challenges

4. Economy

The past year has been exceptionally challenging to the sport and leisure industry, but ASV continued to operate efficiently and effectively, where permitted within the guidelines, and contributed to the city's economy in a variety of ways, including:

- **Development of the skilled workforce:** With the majority of ASV's workforce being young people under the age of 25, ASV invests in significant in-house training each year. Through on-going Continued Professional Development and investment in professional members of the team, ASV offers a comprehensive suite of vocational training courses.
 - ASV employed 203 individuals, with over half the workforce being young people under 25 years of age
 - Up to 3% of staff costs were invested into training and development; with numerous in-house training opportunities for the ASV team
 - ASV Training Academy: 218 people gained qualifications, from 27 accredited courses
 - ASV supported 3 modern apprenticeships
- **Investment in infrastructure:** ASV has a substantial life-cycle reserve of £3.3 million which will be reinvested in ASV facilities over the 10 year investment programme. In the financial year 2020-2021, ASV invested in the following:
 - £41,000 invested in operational facility maintenance
 - £61,000 investment in the technology and reception refurbishment
 - £26,000 investment in swimming pool maintenance
- **Contributing to the city's tourism:** Ordinarily ASV would host up to 200 events each year, including up to 20 national or international events, which have been evidenced to bring significant income to the city. Please refer to previous section for summary of events held.

Training & Education:

Please provide further information in respect to any education programmes delivered.

During a challenging 2020-21 year Aberdeen Sports Village continued to prioritise the development of its workforce. We looked at the restrictions put in place as a potential opportunity to grow our training academy. We ran an extensive amount of training courses for not just our internal staff, but also for external individuals and organisations. This training opportunities included:

- National Pool Lifeguard Qualification with AED, First Aid at Work, Anaphylaxis
- Emergency First Aid at Work with AED
- Life support 3
- National trainer assessor
- RLSS internal quality assessor
- National rescue award for swim teachers and coaches
- PXB
- Covid first aid training
- Worldhost- principles of customer service

- Worldhost 2020 – customer service during COVID
- Modern apprenticeship scheme
- CIMSPA Training Courses
- IOSH managing safely qualification
- E-learning compliance software launched – H&S, Fire, Stress & resilience, Manual handling, DES, Covid safety

Employment

Please provide information about your volunteers, if you have any:

- What roles do your volunteers undertake within the organisation?
- Training and Policy in action?
- Example of volunteer success stories such as transition to employment?

ASV volunteers help greatly in the delivery of Sports Camps, Evergreens and children's programmes.

- ASV has 15 regular volunteers, with many more temporary and casual volunteers
- During the 2020-2021 period, there were 774 hours of volunteer coaching, primarily supporting the delivery of ASV Sports programmes, such as children's table tennis and badminton sessions
- In addition, the volunteers who support the performance programmes and events at ASV are invaluable; numerous individuals who give their time as coaches, officials or committee members
- Throughout lockdown, our performance coaches continued to engage with the young people from their programmes, providing lockdown workouts, and online social opportunities, which proved invaluable for club members, helping to facilitate a more comfortable return for the young people
- ASV supports a volunteer package, whereby regular volunteers are offered training courses to further enhance their skills

SECTION 2 – Users, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	Target	Total 20-21
Number of participatory opportunities targeted for priority groups		
Older People (65+) *ASV records 60+ customers through the Evergreens Programme		15,637
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		We provide fully inclusive programmes
Ethnic minority communities including Gypsy/ Travellers	This data is not collected nor recorded	

Sexual orientation (LGBTQ)	This data is not collected nor recorded	
Residents of regeneration areas within Aberdeen City		
SIMD Area	Members	% Total Members
1 Torry	27	0.5%
2 Middlefield, Mastrick, Northfield, Sheddocksley	241	3%
3 Seaton	748	8%
4 Tillydrone	188	2%
5 Woodside	199	2%
6 George Street	305	3%
Other (please specify)		

Please complete this section to report on visitor numbers in relation to your programming.

Customer participation/user	Target	Total 20-21
Total participations		265,649
User number from Aberdeen City		87%
User number from the wider region or further		13%
% of customers rating experience as 'excellent' or 'good'		80%

We are keen to evidence the added economic value and social return of investment, as such we request that you please complete the table below.

Income 2020-2021	Total £
Value of Grant(s) from Aberdeen City Council	
ASV – Sports Centre and Aquatics Centre	£844,550
ASV – Performance Swimming	£94,153
Grant funding - University of Aberdeen	£844,550
Sponsorship & Donations	£610,068
Trading income	£1,104,261
Other (please specify)	
Total add income	£3,497,582

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below

By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.

Support Material 1:	Aberdeen Sports Village web-site: https://www.aberdeensportsvillage.com/
Support Material 2:	Link to Aberdeen Sports Village Annual Report video: https://online.flippingbook.com/view/85066125/

Support Material 3:	
Support Material 4:	

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation's Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK's regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: <https://www.aberdeencity.gov.uk/your-data>.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.

Name:

Date:

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Committee Annual Effectiveness Report
REPORT NUMBER	COM/21/305
DIRECTOR	Gale Beattie, Director of Commissioning
CHIEF OFFICER	Fraser Bell, Chief Officer - Governance
REPORT AUTHOR	Steph Dunsmuir, Governance
TERMS OF REFERENCE	GD 8.5

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the annual report of the Strategic Commissioning Committee to enable Members to provide comment on the data contained within.

2. RECOMMENDATION

That Committee:-

- 2.1 provide comments and observations on the data contained within the annual report; and
- 2.2 note the annual report of the Strategic Commissioning Committee.

3. BACKGROUND

Annual Reports on Committee Terms of Reference

- 3.1 The annual committee effectiveness reports were introduced in 2018/19 following a recommendation from the Chartered Institute of Public Finance and Accountancy (CIPFA) as part of the Council's work towards securing that organisation's accreditation in governance excellence. The Terms of Reference set out that each Committee will review its own effectiveness against its Terms of Reference through the mechanism of the annual report.
- 3.2 The annual effectiveness reports were mentioned by CIPFA in their report which awarded the Mark of Excellence in Governance accreditation to Aberdeen City Council. CIPFA highlighted the implementation of the annual effectiveness reports as a matter of good practice in governance and were encouraged that, during consideration of the reports at Committee and Council, Members had made suggestions for improvements to the reports in future years.
- 3.3 As well as the CIPFA Accreditation, Committee Services also won SOLAR Administration Team of the Year in March 2020 in recognition of the introduction of the annual committee effectiveness reports and the process which allows

Committees to examine how they can improve the way they do business, while providing assurance that they are undertaking their role effectively.

- 3.4 Data from the annual effectiveness reports has been used to inform the review of the Scheme of Governance, ensuring that Committee Terms of Reference were correctly aligned, and identifying any areas of the Terms of Reference which had not been used throughout the year in order that they could be reviewed and revised if necessary. The information from the effectiveness reports will also be used to feed into the Annual Governance Statement.
- 3.5 The reports provide a mechanism for each committee to annually review its effectiveness, including data on attendance, any late reports, referrals to Council and the number of times officer recommendations were amended, and to ensure that it is following its Terms of Reference.
- 3.6 Similarly, recording the sections or stretch outcomes of the Local Outcome Improvement Plan (LOIP) which apply to each report allows Members to be aware of the direct impact of any proposals before them on the LOIP, and gives a general overview at the end of each year of the number of reports which have had an impact on the LOIP stretch outcomes. Officers also actively review the data gathered to ensure that it aligns to the Council's operating model and decisions taken by the Council throughout the year.
- 3.7 Any comments from Members on areas of data that should be considered would be welcomed to ensure that Members are presented with meaningful data.
- 3.8 The annual report for 2020/2021 is therefore appended for the Committee's consideration. It should be noted that the annual reporting period for 2020/21 is longer than previous years due to the Covid-19 pandemic which resulted in a number of committee meetings being cancelled in the first half of 2020/21. Following consideration by the Committee, the report will be submitted to Full Council in December for noting.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications from the recommendations of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		

Compliance	Failure to submit this report would mean that the Council would not be complying with its instruction that all committees and Full Council receive such a report each year.	L	Council is given the opportunity to consider the reports and provide feedback on any amendments Members would wish to see in the content so that this can be taken on board for next year's Scheme of Governance review.
Operational	N/A		
Financial	N/A		
Reputational	N/A		
Environment / Climate	N/A		

7. OUTCOMES

- 7.1 There are no links to the Council Delivery Plan, however the committee effectiveness annual reports link to the Scheme of Governance, by ensuring that each committee is fulfilling its Terms of Reference.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None.

10. APPENDICES

- 10.1 Strategic Commissioning Committee Annual Effectiveness Report 1 May 2020 to 31 October 2021.

11. REPORT AUTHOR CONTACT DETAILS

Steph Dunsmuir
Committee Services Officer
sdunsmuir@aberdeencity.gov.uk

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Strategic Commissioning Committee

Annual Effectiveness Report

2020/2021



Contents

	Page
1. Introduction	3
2. The role of the Committee	4
3. Membership of the Committee during 2020/2021	4
4. Membership changes	4
5. Member Attendance	5
6. Meeting Content	5-8
7. Training Requirements and Attendance	8
8. Code of Conduct – Declarations of Interest	8
9. Civic Engagement	8-9
10. Officer support to the Committee	9
11. Executive Lead's Comments	9
12. Next year's focus	10
13. Appendix 1 - Terms of Reference	11-12
14. Appendix 2 – LOIP Outcomes	13

1. INTRODUCTION

- 1.1. Having been a committee member of the Strategic Commissioning Committee since its inception in 2018, I am pleased to present the third annual effectiveness report for the Committee as its Convener. The annual effectiveness report, highlighted by CIFPA as one example of the Council's good governance, also informs the annual review of the Council's Scheme of Governance and enables officers to identify if any changes are required, for example, to the Committee Terms of Reference.
- 1.2. As part of the 2021 review, no changes were made to the Strategic Commissioning Committee Terms of Reference, as the amendments made in 2020 were intended to provide greater clarity and officers therefore did not consider that any further amendments were required in 2021. However, as with each year of the Scheme of Governance review, consideration will be given as to whether any amendments are required during next year's review and the preparation of the fourth annual committee effectiveness report.
- 1.3. The recent Best Value Audit of Aberdeen City Council noted that the effective redesign of services and a move to a commissioning-led approach had resulted in wide-ranging changes and allowed the Council to successfully deliver the required savings needed to maintain its financial sustainability over the short to medium term, also noting that the arrangements for consideration of the Council's commissioning based approach, our transformation programme and the Delivery Plan were well designed and aligned. The annual report continues to be a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee contributes to the Council Delivery Plan and Local Outcome Improvement Plan outcomes whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.



Councillor John Wheeler
Convener, Strategic Commissioning Committee

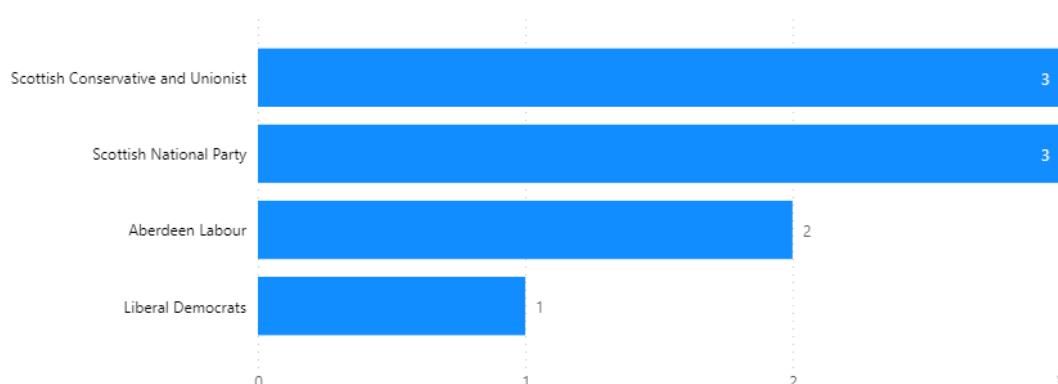
2. THE ROLE OF THE COMMITTEE

- 2.1 The Committee has a key role in supporting the Council's change from budget led service provision to outcome focused delivery. It approves all internal and external commissioning activity by the Council, in accordance with the commissioning cycle, with the exception of procurement relating to the Capital Programme.

3. MEMBERSHIP OF THE COMMITTEE DURING 2020/2021

- 3.1 The Strategic Commissioning Committee has 9 Elected Members, and the committee composition is presented below.

Committee Political Balance (Seats)



4. MEMBERSHIP CHANGES

- 4.1 Councillor Laing was Convener and Councillor John was Vice Convener up to the April 2021 meeting, with Councillor Wheeler taking over as Convener and Councillor Grant taking on the Vice Convener role from June 2021. During the reporting period, Councillors Duncan, John, Lumsden and Alex Nicoll stepped down from the Committee, with Councillors Grant, MacKenzie, Mason and McRae joining.

5. MEMBER ATTENDANCE

Member	Total Anticipated Attendances	Total Attendances	Substitutions	Nominated Substitute
Councillors				
Christian Allard	6	6		
Neil Copland	6	6		
Sarah Duncan	4	4		
Ross Grant	2	2		
Freddie John	4	4		
Jenny Laing	6	6		
Douglas Lumsden	4	3	1	Tom Mason
Avril Mackenzie	2	2		
Tom Mason	2	2		
Ciaran McRae	2	0	2	Michael Hutchison
Alex Nicoll	4	4		
John Wheeler	6	4	2	Philip Bell M. Tauqeer Malik
Ian Yuill	6	6		

6. MEETING CONTENT

6.1 During the 2020/2021 reporting period (1 May 2020 to 31 October 2021), the Committee had 6 meetings and considered a total of 38 reports. In terms of the Workplans and Business Cases report, the Committee received 47 business cases for consideration and approval. The June 2020 meeting of the Committee was cancelled as a result of the COVID-19 pandemic and the decision of Urgent Business Committee to cancel meetings of the Strategic Commissioning Committee until August 2020 with any business-critical reports being considered by the Urgent Business Committee. Meetings of the Committee resumed as of 27 August 2020.

6.2 Terms of Reference

Of the 38 reports received, the following table details how the reports aligned to the Terms of Reference for the Committee (Terms of Reference are appended to this report for information).

Terms of Reference	Count of Terms of Reference
General Delegation 8.5	1
Remit 1.1	1
Remit 1.2	1
Remit 1.3	1
Remit 2.1	1
Remit 2.2	1
Remit 3.1	7
Remit 3.2	7
Remit 3.3	
Remit 3.4	
Remit 3.5	
Remit 4.1	2
Remit 4.2	4
Remit 4.3	5

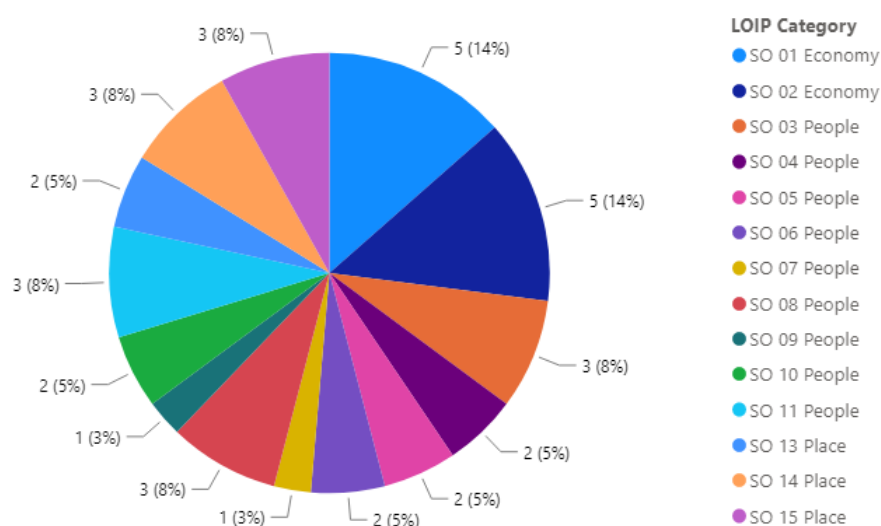
Remit 4.4	6
Remit 4.5	3
Remit 4.6	
Remit 5.1	8

- 6.3** During the course of 2020/2021 the Strategic Commissioning Committee received reports under the majority of its Terms of Reference which would indicate that the Committee has discharged its role throughout the course of the reporting period.
- 6.4** Most of the reports considered related to the approval of commissioning activity, the annual review of ALEOs and monitoring of performance associated with the Council's agreed commissioning intentions and ultimate contribution to LOIP outcomes.
- 6.5** Where there were no reports listed against the above Terms of Reference, this was due to there being no requirement during the reporting period for any papers in relation to grants and associated conditions; the establishment of ALEOs where it might be determined that services should not be provided in-house; the decommissioning of services or the approval of the Strategy Framework. It is not considered that the above would require any amendment to the Terms of Reference, as these may arise and be required for future meetings.

6.6 Local Outcome Improvement Plan

The following chart details of the 38 reports how many had a link to the themes of the Local Outcome Improvement Plan. Stretch outcomes in place during the reporting period are attached at Appendix 2 for reference. It can be seen that reports cover a wide range of stretch outcomes.

Reports with links to the LOIP



6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 38 reports presented to it throughout the year.

Reports	Total
Number which were Exempt/Confidential	<p>One report was fully exempt – Operational Delivery Models (Bon Accord Care & Sport Aberdeen).</p> <p>In line with last year's discussion on the effectiveness report, this year officers monitored the number of exempt appendices. During the reporting period, Committee considered 47 exempt business cases, and received one further exempt appendix for the Christmas Village Annual Feedback report.</p>
Number of reports where the Committee has amended officer recommendations	<p>While a number of reports had additional recommendations added by Committee, these were in relation to thanking staff or organisations; agreeing press releases; and writing correspondence to COSLA and parties in the Scottish Parliament. Only one report had an amendment made to officer recommendations – the Christmas Village Annual Feedback report was presented for noting, however Committee agreed to refer the matter to the City Growth and Resources Committee with a recommendation that the 2020 Christmas Village did not proceed.</p>
Number of reports approved unanimously	<p>100% (38 reports)</p> <p>There was one division during the reporting period, a procedural motion in respect of moving one of the reports from the private to the public section of the agenda.</p>
Number of reports requested by members during the consideration of another report to provide additional assurance and not in business planner	None
Number of Service Updates requested	<p>Two – one in relation to the work that had been undertaken on Collaboration with Businesses, and another with the Executive Summary of the Population Needs Assessment.</p>
Number of decisions delayed for further information	None
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	None

Reports	Total
Number of late reports received by the Committee (i.e. reports not available for inspection by members of the public at least three clear days before a meeting)	One late item was presented to Committee – this was COSLA correspondence which had been received and was placed on the agenda for further discussion by Members.
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	None

6.8 Notices of Motion, Suspension of Standing Orders, Interface with the Public

Number of notices of motion	None
Number of times Standing Orders were suspended and the specific Standing Orders suspended	None
Standing order number (ref)	None
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	None

7. TRAINING REQUIREMENTS

- 7.1** No training requirements were identified for members of the Strategic Commissioning Committee in the reporting period, however this will be kept under review and further training will also be provided following the 2022 local government elections.

8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1** 8 declarations of interest were made by Councillors during the reporting period. Information in respect of declarations of interest is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

9. CIVIC ENGAGEMENT

- 9.1** At its October 2021 meeting, the Committee received the Locality Plans Annual Reports which outlined all the progress made in pursuing local priorities, reflecting the range of activities being taken forward in collaboration with the Community Planning Aberdeen Outcome Improvement Groups, as well as local actions and initiatives.
- 9.2** The Committee also considered the Annual Procurement Performance report, which included updates on the evolving and improving themed approach to community benefits. While the number of Community Benefit outcomes achieved during the reporting period was affected by the Covid-19 pandemic, Members were advised that a total of 302 community benefits had still been delivered during the period. This included jobs created

by project apprenticeships; school engagement activities; further education engagement activities; work experience placements; skills training; and third sector and local social media enterprise opportunities, including a Meet the Buyer event.

10. OFFICER SUPPORT TO THE COMMITTEE

	Anticipated Attendance	Attendances
Director of Commissioning	2	2
Chief Officer – Data and Insights	6	6
Head of Commercial and Procurement	6	6
Chief Officer – Governance	6	6
Chief Officer – Finance	6	6

11. EXECUTIVE LEAD'S COMMENTS

- 11.1** This is the third year of the Strategic Commissioning Committee, and of the Commissioning function. Now that the commissioning cycle has become further embedded, this year the Committee received commissioning intentions for the year 2021/22 in advance of the completion of the Council Delivery Plan. This allowed the Committee to give direction to the Council's service design and resource allocation as they were developed prior to full consideration of the Plan by the Council at the budget meeting in March 2021.
- 11.2** Another area of important work considered by the Committee during the reporting period was the climate friendly weighting for contracts. While the pandemic undoubtedly had an impact on this piece of work, officers created a new section in the Community Benefits Project Plan/Award Questionnaire section of the invitation to tender documents which introduced a climate friendly weighting to supplement the current approach as outlined in the ACC Sustainable Procurement and Community Benefits Policy. Performance against this measure is monitored during ongoing contract management with regular reports provided by successful bidders.
- 11.3** The Committee has considered business on each of the key elements of the commissioning cycle and would appear to be working effectively. It should be noted that no decisions required to be delayed all business was agreed unanimously, with the exception of one procedural motion. Business has largely been able to be considered in public and, where this was not possible, there has been clear justification. The majority of the exempt information considered has been included in the various business cases presented to Committee, and as these contain commercially sensitive information, these are considered with the press and public excluded. Following on from the request Members made last year that the number of exempt appendices be monitored, that information has been included in this year's report, and will take on board any additional comments made by Members in relation to this year's effectiveness report.

12. NEXT YEAR'S FOCUS

- 12.1 Upcoming committee business includes the Scotland Excel Annual Report; the Council Delivery Plan annual report; the Locality Plans annual update; the annual reports from each ALEO; and the annual procurement performance report. Members will also receive regular reports on the performance of the Commercial and Procurement cluster.
- 12.2 The Committee will continue to give consideration to how community benefit clauses positively impact new contracts let to increase the contribution of the Council to LOIP outcomes and climate friendly weighting for contracts.
- 12.3 Commissioning workplans will continue to be presented to the Committee giving a full and timely overview of the contracts and procurements which will be a focus for specific businesses cases throughout the year. We will build on the outcome based approach to performance management, including annual reviews of performance in respect of the LOIP, the Council Delivery Plan, Locality Plans and the Council's ALEOs. We will also strengthen the performance in delivering outcomes through the business cases presented to the Committee.

Appendix 1

Terms of Reference 2021

PURPOSE OF COMMITTEE

To approve all internal and external commissioning activity by the Council, in accordance with the commissioning cycle, with the exception of procurement relating to the Capital Programme.

REMIT OF COMMITTEE

1.	Analysis
1.1	to receive a bi-annual Population Needs Assessment to understand the needs which public bodies must address;
1.2	to receive, as appropriate, an in-depth analysis of key groups, priorities and challenges across public services to identify and action potential efficiencies and improvements to help ensure that the needs of customers and citizens are met and commissioning intentions are delivered; and
1.3	to receive, as appropriate, sufficiency and market analyses to understand existing and potential provider strengths and weaknesses, and identify and take action in respect of any opportunities for improvement or change in providers.
2.	Planning
2.1	to endorse the refresh of the Local Outcome Improvement Plan (LOIP) including recommending any changes which may be required; and
2.2	to approve annual procurement workplans, reflecting the LOIP, the Population Needs Assessment, the Council's commissioning intentions, the Council's service standards, the views of customers and citizens, and the best evidence of effective interventions to ensure a preventative focus on demand reduction.
3.	Doing
3.1	to approve all procurement activity by the Council, with the exception of procurement relating to the Capital Programme which will be approved by the City Growth and Resources Committee, including
3.1.1	Procurement Business Cases submitted in accordance with Procurement Regulations;
3.1.2	Grants and associated conditions;
3.1.3	Contract management arrangements and Service Level Agreements; and
3.1.4	The establishment of Arm's Length External Organisations (ALEOs) where it is determined that services should not be provided in-house.
3.2	when approving procurement activity, the Committee will:
3.2.1	promote investment in the prevention, early intervention and reduction in the demand for services; consider the experience of customers and take such action to ensure that services to be commissioned are co-designed to meet customers' needs;
3.2.2	ensure that commissioned services are focused on delivering the Council's agreed commissioning intentions and contribution to the LOIP; and
3.2.3	identify potential efficiencies and improvements in quality, including across partner organisations and promote the strategic allocation of resources.
3.3	to decommission services, including ALEOs, that do not meet the Council's commissioning intentions and outcomes.
3.4	to take such action to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met;
3.5	to approve the Strategy Framework to facilitate the delivery of agreed outcomes.
4.	Reviewing
4.1	to approve amendments to the Council's Performance Management Framework (PMF);
4.2	to receive annual reports on the LOIP and Locality Partnership Plans;
4.3	to consider and monitor performance associated with the Council's agreed commissioning intentions and ultimate contribution to the LOIP outcomes;
4.4	to receive annual reports from each of the council's ALEOs to enable scrutiny of performance;
4.5	to receive an annual procurement performance report to enable scrutiny of performance; and
4.6	to receive reports on any change in legislative requirements, policy and population needs which may facilitate opportunities to work differently to improve outcomes or may require revisions to existing commissioning intentions and outcomes.

5.	Service Delivery	
5.1	The Committee will, for the Commercial and Procurement cluster: -	
	5.1.1	oversee, and make decisions relating to service delivery;
	5.1.2	approve options to improve/transform service delivery;
	5.1.3	scrutinise operational performance and service standards in line with the Performance Management Framework and consider recommendations for improvements where required;
	5.1.4	receive the cluster risk registers relative to its remit and scrutinise to ensure assurance of the controls in place;
	5.1.5	approve all policies and strategies relative to its remit; and
	5.1.6	receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews.

Appendix 2 – LOIP Stretch Outcomes (as at time of reporting period)

Economy

1. 10% increase in employment across priority and volume growth sectors by 2026.
2. 90% of working people in Living Wage employment by 2026.

People

3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
4. 90% of children and young people will report that they feel mentally well by 2026.
5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.
7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
8. 25% fewer young people (under 18) charged with an offence by 2026.
9. 25% fewer people receiving a first ever Court conviction each year by 2026.
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.
11. Healthy life expectancy (time lived in good health) is five years longer by 2026.
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

Place

13. No one in Aberdeen will go without food due to poverty by 2026.
14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.
15. 38% of people walking and 5% of people cycling as main mode of travel by 2026

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Commercial and Procurement Performance Report
REPORT NUMBER	CUS/21/303
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Louise Fox
TERMS OF REFERENCE	5.1.3

1. PURPOSE OF REPORT

- 1.1 To present Committee with the status of key performance measures relating to the Commercial and Procurement cluster.

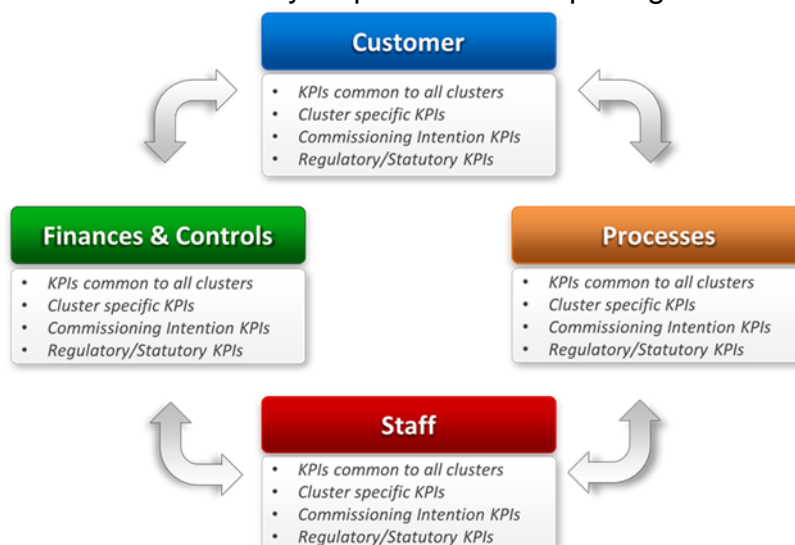
2. RECOMMENDATION

- 2.1 That the Committee note the report and provide comments and observations on the performance information contained in the report Appendix.

3. BACKGROUND

- 3.1 This report is to provide members with key performance measures in relation to the Commercial and Procurement cluster as expressed within the 2021/22 Council Delivery Plan.
- 3.2 Performance Framework Reporting was introduced in 2019/20, initially against in-house delivery directly contributing to the City's Local Outcome Improvement Plan (LOIP) to the Operational Delivery and City Growth and Resources Committees, and has informed the 2021/22 Council Delivery Plan (the Plan) that was agreed by Council on the 10th March 2021.
- 3.3 The 'Performance Management' section of the Plan explains how the commitments and deliverables will be supported and scrutinised through the Council's Performance Management Framework, which establishes robust performance management of service delivery. This section also outlines the systematic approach that will be taken during 2021/22 to identify, plan and deliver improvement.
- 3.4 The Plan also reflects on the identification of Service Standards against each function/cluster, that builds on the original Framework which offers insight into the effectiveness, and accessibility of core service provision to the Council's stakeholders and City communities.
- 3.5 Where appropriate, data capture against these Standards is now directly incorporated within the suite of metrics contained within Appendix A and will be reported against on either a monthly, quarterly, or annual basis.

- 3.6 The Performance Management Framework provides for a consistent approach within which performance will be reported to Committees. This presents performance data and analysis within four core perspectives, as shown below, which provides for uniformity of performance reporting across Committees.



- 3.7 This report, as far as possible, reports performance up to the end of October 2021 or Quarter 2 2021/22, as appropriate.
- 3.8 Appendix A provides an overview of current performance across the Commercial and Procurement cluster, with reference to recent trends and performance against target. There is also, at appropriate points in the Appendix, narrative analysis of progress against new Service Standards with a RAG status, allocated by Officers of the Commercial and Procurement cluster. These are defined as follows:




RAG Status

- GREEN** – Actions are on track with no delays/issues emerging
- AMBER** – Actions are experiencing small delays/issues emerging and are being closely monitored
- RED** - Actions are experiencing significant delays/issues with improvement measures being put in place

- 3.9 Within the summary dashboard the following symbols are also used:

Performance Measures

Traffic Light Icon

-  On target or within 5% of target
-  Within 5% and 20% of target and being monitored
-  Below 20% of target and being actively pursued



Data only – target not appropriate

4. FINANCIAL IMPLICATIONS

There are no direct financial implications arising out of this report.

5. LEGAL IMPLICATIONS

There are no direct legal implications arising out of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None		
Compliance	No significant related legal risks.	L	Publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.
Operational	No significant related employee risks.	L	Oversight by Elected Members of core employee health and safety data supports the Council's obligations as an employer
Financial	No significant related financial risks.	L	N/A
Reputational	Lack of sufficient access to information for citizens	L	Placing of information in the public domain contributed to by this report. Reporting of service performance serves to enhance the Council's reputation for transparency and accountability.
Environment / Climate	No significant related environmental risks.	L	N/A

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	<u>None</u>
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The Council aims to support improvement in the local economy to ensure a high quality of life for all people

	in Aberdeen. This report monitors indicators which reflect current economic activity within the City and actions taken by the Council to support such activity.
Prosperous People Stretch Outcomes	The Council is committed to improving the key life outcomes of all people in Aberdeen. This report monitors key indicators impacting on the lives of all citizens of Aberdeen. Thus, Committee will be enabled to assess the effectiveness of measures already implemented, as well as allowing an evaluation of future actions which may be required to ensure an improvement in such outcomes.
Prosperous Place Stretch Outcomes	The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit, operating to the highest environmental standards. This report provides essential information in relation to environmental issues allowing the Committee to measure the impact of any current action.
Regional and City Strategies	None
UK and Scottish Legislative and Policy Programmes	None

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	The recommendation arising from this report does not require that a full Assessment is completed.
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

[Local Outcome Improvement Plan](#)

Council Delivery Plan 21/22 – COM/21/054

10. APPENDICES

Appendix A – Performance Summary Dashboard




11. REPORT AUTHOR CONTACT DETAILS

Louise Fox
Strategic Performance and Improvement Officer
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Strategic Commissioning Committee Performance Report Appendix A



Commercial and Procurement

1. Customer – Commercial and Procurement

Performance Indicator	Q4 2020/21		Q1 2020/21		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) – Procurement and Commercial	0		0		0		
% of complaints resolved within timescale stage 1 and 2) – Procurement and Commercial	No complaints in period						75%
% of complaints with at least one point upheld (stage 1 and 2) – Procurement and Commercial							
*Total No. of lessons learnt identified (stage 1 and 2) – Procurement and Commercial							










*Lessons learnt referred to in this Appendix are lasting actions taken/changes made to resolve an issue and to prevent future re-occurrence for example amending an existing procedure or revising training processes. When a complaint has been upheld, action would be taken in the form of an apology or staff discussion/advice, but these actions are not classified as lessons learnt.

2. Processes – Commercial and Procurement







Performance Indicator	Current Status	2021/22 Target
We will enable access to all internal procedural procurement information online.		100%
All procurement guidance/template documents are available via the Intranet.		
We will publish annual contract pipelines for each financial year online after the Council Budget is set.		100%
Annual procurement report published on ACC External Website.		

Performance Indicator	Current Status	2021/22 Target
We will ensure that all contracts above £50K have standard clauses to require providers to demonstrate commitments towards carbon reduction and efficiency.		100%
Specific evaluation criteria have been built into procurement templates for use by all procurers and would be used to evaluate commitment and proposed outcomes for Carbon Reduction and Efficiency, which would then be incorporated into contracts. Work is underway to develop a system for gathering data and reporting quarterly.		

3. Staff – Commercial and Procurement

Performance Indicator	Aug 2021		Sept 2021		Oct 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*Sickness Absence - Average Number of Days Lost – Commercial and Procurement	0.3		0.3		0.3		5
Establishment actual FTE	38.28		39		40.32		
Staff Costs - % Spend to Date (FYB)	38.9%		45.7%		52.9%		100%

*Sickness absence data contained in this Appendix now reflects the 12-month rolling average of days lost per FTE

Performance Indicator	Q4 2020/21		Q1 2020/21		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		
Accidents - Non-Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		

4. Finance & Controls – Commercial and Procurement

Performance Indicator	Current Status	2021/22 Target
The annual Audits on internal control systems for procurement processes and systems, including delegated procurement and financial authority do not identify major rated issues.		100%
Audit Report AC2019 Cross Service Procurement Compliance issued September 2020 contained 5 major rated issues. Actions associated with the recommendations are complete and closed off.		
Demand management is embedded for all contracts above £50K contracts at strategy stage and throughout life of contract to ensure that the quantity and specification of goods and services match, but do not exceed, the actual needs of the Council.		100%
Demand Management Control Board reviews strategy documents pre-procurement at strategy stage. Review of contract management guidance and templates underway to ensure Demand Management is embedded across the life of all contracts.		
We will ensure that all contracts above £50K in value can be tracked to show community, local economic and environmental benefits.		100%
Data on outcomes from procurement activity (Community Benefits, Local Economic and Environmental Benefits) is gathered and reported on quarterly.		

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers and Assurance Maps
REPORT NUMBER	COM/21/306
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Mel MacKenzie
TERMS OF REFERENCE	5.1.4

1. PURPOSE OF REPORT

To present the Cluster Risk Register and Assurance Map in accordance with Strategic Commissioning Committee Terms of Reference to provide assurance that risks are being managed effectively within the Commercial and Procurement Cluster.

2. RECOMMENDATION

That the Committee note the Cluster Risk Register and Assurance Map set out in Appendices A and B.

3. BACKGROUND

- 3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.
- 3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference.

Risk Registers

- 3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.
- 3.4 The Cluster Risk Register set out in Appendix A reflects the risks which may prevent the Cluster from delivering on strategic outcomes.

- 3.5 The risks contained within the Cluster Risk Register are grouped below by risk category and show the Council's corresponding risk appetite for the risk category as set within the Council's Risk Appetite Statement (RAS).

Risk Category	Risk Title	Risk Appetite
Strategic	<ul style="list-style-type: none"> Scotland Excel - Membership does not deliver anticipated benefits Shared Service - Service Level Agreement - Delivery of KPI's Shared Procurement Service Partner Withdrawal 	<p>The Council is averse to risks which may threaten the delivery of critical services, our outcomes and commissioning intentions.</p> <p>However, the Council is hungry for taking well managed risks when opportunities provide clear benefits allowing for improvement, innovation and transformation.</p> <p>The Council has an open appetite for risks that provide and contribute to the economic prosperity of the City.</p>
Operational	<ul style="list-style-type: none"> EU Exit – Commodity Supply Chain Risks 	<p>The Council is averse to any risks that may have a negative effect on the health and safety, diversity and equality of its staff, elected members and members of the public.</p> <p>The Council has an open appetite to the risks that allows it to manage service demand, continuously improve service delivery and performance.</p>
Compliance	<ul style="list-style-type: none"> Procurement Fraud 	<p>The Council is averse to any risks that may result in non-compliance or breaches in statutory obligations, regulations and law.</p> <p>The Council is cautious when giving legal advice and considers the likelihood of any legal challenge and the likely success of any legal challenge.</p>
Environmental/ Climate	<ul style="list-style-type: none"> Climate Change and severe weather affect the costs and 	<p>The Council has an averse appetite for any risks that may have a long-term detrimental impact upon the environment</p>

	availability of goods and services	but is hungry for well managed risks in pursuit of our long-term sustainable development and net zero ambitions and economic growth.
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3.6 The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;

- **Current risk score** – this is current assessment of the risk by the risk owner and reflects the progress percentage of control actions required in order to achieve the target risk score.
- **Target risk score** – this is the assessment of the risk by the risk owner after the application of the control actions.
- **Control Actions** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
- **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below.

The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event.

Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6
Likelihood		Impossible	Almost Very Low	Low	Significant	High	Very High

3.8 Development and improvement of the Cluster Risk Register and associated processes has continued since the Cluster Risk Register was last reported to the Committee:

- The Cluster Risk Registers have been reviewed and updated in accordance with the updated Risk Management Policy and supporting documentation approved by Audit Risk and Scrutiny Committee in December 2019.
- The format of the Council's risk registers was updated to incorporate a risk category to allow alignment of each risk with the Council's Risk Appetite Statement which was approved by the Audit Risk and Scrutiny Committee in December 2020.

Assurance Maps

- 3.9 The Assurance Map (Appendix B) provides a visual representation of the sources of assurance associated with the Cluster. This evidences the breadth and depth of assurance sources, so that the Committee can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.
- 3.10 The Assurance Map provides a breakdown of the “three lines of defence”, the different levels at which risk is managed. Within a large and complex organisation like the Council, risk management takes place in many ways. The Assurance Map is a way of capturing these and categorising them, thus ensuring that any gaps in sources of assurance are identified and addressed:

First Line of Defence “Do-ers”	Second Line of Defence “Helpers”	Third Line of Defence “Checkers”
The control environment; business operations performing day to day risk management activity; owning and managing risk as part of business as usual; these are the business owners, referred to as the “do-ers” of risk management	Oversight of risk management and ensuring compliance with standards, in our case including AR&SC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the “helpers” of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the “do-ers” and “helpers”, referred to as the “checkers” of risk management.

- 3.11 In the last year the EU Exit Risk previously being managed at Operational level has been moved to Cluster level, this is due to increased level of risk associated with particular commodities including Construction Materials, Food, Waste. The Commercial & Procurement Shared Service continue to monitor the risk and liaise with Services and Corporate Risk Lead as appropriate, further control actions to support mitigation against this risk are planned to be implemented by the end of the calendar year.
- 3.12 Procurement Fraud and Climate Change Risks have been added to the Cluster Risk Register, a Procurement Fraud Risk Assessment has been created and embedded in procurement processes with further updates planned for training and guidance prior to 31 March 2021, training and guidance updates are also planned for implementation by the same date for the Climate Change Risk.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report. The report deals with the highest level of risk and this process serves to identify controls and assurances that finances are being properly managed.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. The Council's Risk Registers serve to manage many risks with implications for the legal position and statutory responsibilities of the Council.

6. MANAGEMENT OF RISK

- 6.1 The Committee is provided with assurance that the risks presented within the Cluster Risk Register affecting the strategic priorities and service delivery for each Cluster are identified and that the risks are appropriately managed in in compliance with the Council's legislative duties.

- 6.2 There are no risks arising from the recommendations in the report.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	The Council is required to have a management system in place to identify and mitigate its risks	L	The Council's risk management system requires that risks are identified, listed and managed via risk registers
Compliance	As above	L	As above
Operational	As above	L	As above
Financial	As above	L	As above
Reputational	As above	L	As above
Environment/Climate	As above	L	As above

7. OUTCOMES

- 7.1 The recommendations within this report have no direct impact on the Council Delivery Plan however, the risks contained within the Council's risk registers could impact on the delivery of organisational objectives.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full Impact Assessment not required

Data Protection Impact Assessment	Not required
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9. BACKGROUND PAPERS

None.

10. APPENDICES

Appendix A – Cluster Risk Register

Appendix B – Cluster Assurance Maps

11. REPORT AUTHOR CONTACT DETAILS

Name	Melanie Mackenzie
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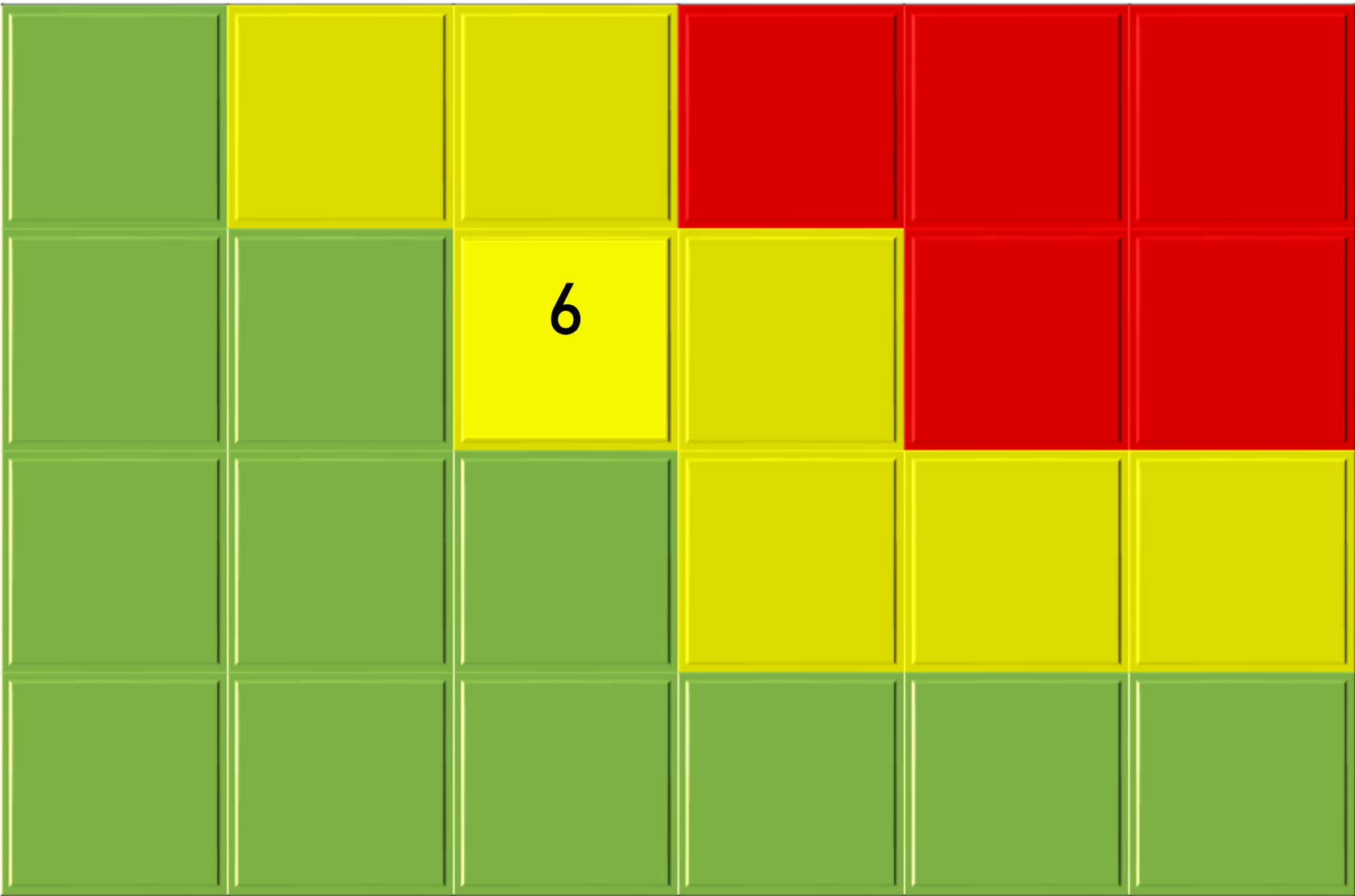
Commercial & Procurement Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Climate Change and severe weather affect the costs and availability of goods and services	9
EU-Exit - Supply Chain - Commodity Risks	9
Procurement Fraud	9
Scotland Excel - Membership does not deliver anticipated benefits	9
Shared Procurement Service Partner Withdrawal	9
Shared Service - Service Level Agreement - Delivery of KPI's	9

Number of Cluster Risks

6

Risk Matrix by Likelihood (6) and Impact (4)



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change and severe weather affect the costs and availability of goods and services	<p>Failure to embed climate change procurement policy, processes and to consider climate risks in the design life of procurements.</p> <p>Production or supply chain disruptions impact critical services</p> <p>Increase in flooding, heavy rainfall, storms, higher temperatures, a rise in sea level and drought cause damage to supplier stock, result in delivery disruptions and cause depletion of resources, affecting the price of products and the availability of goods.</p>	<p>Integrate climate risk considerations wtihin procurement procedures and ensure that supplier business continuity arrangements templates and processes are updated by 31.03.22</p> <p>Climate Change/Circular Economy weighting has been incorporated into procurement documents, additional training and guidance is to be developed for Delegated Procurers and rolled out by 31.03.22</p> <p>Sustainable Procurement and Community Benefit Policy renewal to take place in 2022, review current considerations within the policy on Climate change to support mitigation of risk by 31.12.22</p> <p>Review Delegated Procurer Training and either adopt SG Climate Literacy Training for DPA's or develop a C&PSS E-Learning Module by 31.03.22</p>	6	9	3	3	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
EU-Exit - Supply Chain - Commodity Risks	1. Impacts on Supply Chain due to Brexit in particular market pressure/uncertainty in Food/Construction Materials 2. Driver shortages having an impact on deliveries for certain commodities 3. UKCA Marking - CE marked products will no longer be accepted in UK from Jan 2023 - the deadline has been extended until this date but still some concerns that the market may not be ready due to required changes in testing regimes (ongoing montioring required)	1. Implementation of Control Actions as per below: Agree exceptional contract change request process for Constuction Materials by 30.11.21 Process for identification of alternative products to be reviewed by 30.11.21 and an update provided to the Strategic Procurement Board. Risk level will continue to be monitored and C&PSS will work with relevant service areas on Food/Construction Materials/Waste and review control actions as required. 2. Investigate options to alleviate driver shortage issues by 30.11.21 and provide an update to the Strategic Procurement Board. 3. Continue to monitor updates on UKCA marking and assess impacts on procurement activity in future but also on existing contracts (new control action for monitoring currently - further controls may be required in future).	6	9	3	3	31 December 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Procurement Fraud	Public procurement is vulnerable to fraud and corruption because of the level of expenditure, the volume of transactions, the complexity of the process and the number of stakeholders involved, these vulnerabilities can also make public procurement a target for Serious & Organised Crime.	<div>Procurement Fraud impact assessment to be developed and incorporated within Business Case template by 31.03.22</div> <div>Revised procurement guidance to be issued based upon horizon scanning, and incorporating best practice from sources such as Red Flags Public Procurement (Audit Scotland/Police Scotland) by 31.03.22</div> <div>Delegated procurer training to be updated with procurement fraud assessment requirements by 31.03.22</div>	6	9	3	3	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Scotland Excel - Membership does not deliver anticipated benefits	The ability of Scotalnd Excel to delivery against objectives could potentially be impacted by lack of buy in from member councils/lack of participation/failure to identify and manage new opportunities/3rd & 4th Generation Frameworks don't deliver value/Uncertainty & Price Increases caused by Brexit/Covid	<ul style="list-style-type: none"> •Working with member councils to understand lost opportunities/conduct gap analysis •Continuing focus on added Core Value delivered for all member councils. •On-going development of projects offering new services and increasing benefits to stakeholders. •Identification of new opportunities to provide additional chargeable services based on customer demand. •Ongoing robust market testing in relation to existing FWA's and also of all new shared service propositions. •Ongoing robust business model is in place for all new services (cost to serve, funding/uptake forecasts). •Regular engagement with Chief Execs, Finance Directors, Corporate Procurement Leads and Elected Members demonstrating the value added by Scotland Excel 	6	9	3	3	31 December 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Shared Procurement Service Partner Withdrawal	Partner to the Shared Service decides to withdraw, which would have potential for impacts below: <ul style="list-style-type: none"> •Potential impact on number of staff required •Employment Claims •Withdrawal Costs •Loss of experienced staff and expertise •Decrease in volume negotiating benefit to remaining councils 	Improvement plan developed outlining any key areas for improvement and actions to implement with key milestones set against each, THC plan agreed and will be monitored at each Strategic Procurement Board meeting.	3	9	3	3	31 December 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Shared Service - Service Level Agreement - Delivery of KPI's	Risk that Commercial & Procurement Shared Service are unable to deliver against agreed KPI's within Service Level Agreement - due to: <ul style="list-style-type: none"> •Lack of stakeholder engagement •Failure to standardise partner operating procedures, specifications and demand requirements •Ineffective collaboration •Inability to consolidate shared data, lack of and poor quality data. •Ineffective staffing structures and resource allocation •Poor uptake and engagement of service user training courses •Ineffective workforce profile and misalignment across the service •Robust ICT systems and infrastructure 	Shared KPI and reporting arrangements Shared / harmonised data allowing analysis and reporting (incl. Contract Registers) Collaboration agreement signature and joint activity agreed, completion of these anticipated by 31.12.21	6	9	3	3	31 December 2021

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Assurance Map		
Cluster – Commercial & Procurement Services		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> - Trained & Qualified Staff - Procurement Training (E-Learning) - Operational procedures and guidance <ul style="list-style-type: none"> - Procurement Manual including templates and guidance - Intranet Page (Source of information & guidance) - Business Case Template and Process including intranet page - Contract Register (BOrganised System) Procedures and Guidance - Public Contracts Scotland – Guidance & User Guides - Procurement Fraud Risk Assessment 	<ul style="list-style-type: none"> - CMT Boards - Council Committees - Procurement Compliance Reporting (Risk Board) - Strategic Procurement Board (Chaired by ACC Chief Executive, with Senior management representation from other Shared Service Partners) - Procurement Regulations (Internal) - Financial Regulations - Policy documentation including Sustainable Procurement and Community Benefits Policy 	<ul style="list-style-type: none"> - Internal Audit (Regular Audits on Procurement Compliance) - External Audit and report - External reports from Scotland Excel including Procurement Capability and Improvement Plans (PCIP) - Scottish Government performance review and reports

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	8 December 2021
EXEMPT	<p>Not exempt:</p> <ul style="list-style-type: none"> – Covering Report – Appendix 1 – Workplan Public – Appendix 3 – Summary of 3.10 Memos – Appendix 4 – Summary of 4.1.3 Forms <p>Exempt: Yes – Paragraph 8</p> <ul style="list-style-type: none"> – Appendix 2 – Workplan Private – Appendix 5 – 10 Business Cases <p>The exempt appendices refer to the amount of expenditure proposed to be incurred under contract for the supply of goods or provision of services, disclosure to the public of the amount referred to would likely give an advantage to a person or organisation entering, or seeking to enter, into a contract with the Council.</p>
CONFIDENTIAL	No
REPORT TITLE	Work Plan & Business Cases – Revenue
REPORT NUMBER	COM/21/307
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Melanie Mackenzie
TERMS OF REFERENCE	3.1.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present procurement workplans where expenditure is included for the Commissioning, Customer and Operations Functions to committee for review and to seek approval of the total estimated expenditure for the proposed contracts as contained in the Procurement Business Cases appended to the report.

2. RECOMMENDATIONS

It is recommended that the Committee: -

- 2.1 reviews the workplans as detailed in the Appendices;
- 2.2 approves the procurement business cases, including the total estimated expenditure for the proposed contracts;
- 2.3 approves the outline business case for the renewal of the Waste Services Contract and notes that a procurement business case on the preferred option will be brought before committee in due course; and
- 2.4 notes the content of Appendix 3 – Summary of 3.10 Memos (Contract Awards due to Urgency) and Appendix 4 – Summary of 4.1.3 Forms (Technical Exemption).

3. BACKGROUND

- 3.1 The ACC Procurement Regulations 2021 require that authority to incur expenditure must be sought prior to any invitation to tender or contract entered into. The method of authorising depends upon the contract value, with contracts above £50,000 (supplies/services) or £250,000 (works) to be listed on a workplan with an associated Procurement Business Case and submitted by the relevant Chief Officer to the Strategic Commissioning Committee (Revenue budget only), and/or to City Growth and Resources Committee (Capital and Capital with Revenue implications). The approval of the applicable Committee is required prior to the procurement being undertaken.
- 3.2 The ACC Procurement Regulations 2021 also require that if aggregated expenditure via framework agreements will exceed £50,000 (supplies/services) or £250,000 (works), then the authority of the Strategic Commissioning Committee to incur the expenditure must be obtained in advance of the applicable thresholds being exceeded. Aggregate expenditure via framework agreements will be reported annually by the Commercial & Procurement Shared Service where expenditure is recurring, though expenditure will be cross council in many cases.
- 3.3 Committee is asked to review the Commissioning, Customer and Operations Functions work plans and to approve the expenditure detailed in the Procurement Business Cases appended to the report.
- 3.4 Due to the Strategic nature of the Waste Services Renewal contract an Outline Business Case (OBC) has been presented to ensure that the committee has visibility on the work being undertaken to review options. The Services to be contracted fulfil the Council's statutory duties as Waste Disposal Authority to provide the public with facilities to deposit household waste (Household Waste Recycling Centres) and operate recycling services for households and business and supporting services.
- 3.5 The importance of these services (which are for existing services which are related to waste diversion from residual treatment) cannot be understated given the Government's intention to legislate further to drive down residual waste treatment and increase diversion through re-use and recycling to help deliver the circular economy which is a pillar of the Net Zero idea. The existing contract includes stipulations which reduce risk to the Council and allow flexibility in terms of the delivery of the Service, in the drawing up of the new contract terms this will also be a key consideration. The new contract will not provide for the disposal of the bulk of residual waste in the main, as from 2022 this will transfer to the Energy from Waste (EfW) provider.
- 3.6 The preferred option as outlined in the OBC is to retender the Waste Services contract as a single entity with the exception of the element dealt with by the EfW contract. This option represents the most benefit and least risk to the Council. Committee is asked to approve the outline business case for the renewal of the Waste Services Contract and agree that the Service will proceed to develop the procurement on that basis and note that a procurement business case will be brought before committee in due course.

4. FINANCIAL IMPLICATIONS

- 4.1 The indicative value of the proposed contracts is shown within the workplan in the Appendices. The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach. The refreshed approach to governance ensures that all contracts are aligned to the approved budget provision for each financial year with controls in place for flexibility if required. This also assists the Council in meeting its statutory duty to keep a Contracts Register.

5. LEGAL IMPLICATIONS

- 5.1 The contracts shall be procured in accordance with procurement legislation and the Commercial Legal Team within C&PS shall provide legal advice where necessary.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Contract expectations not being monitored/managed	M	Employees involved in Procurement Activity are required to complete online training modules in Contract Management.
Compliance	Failure to comply with internal procurement regulations and procurement legislation	L	Engagement with the Commercial Legal Team within the Commissioning Function.
Operational	Unable to control demand	M	Ongoing focus on demand reduction strategies, contract terms developed to be more flexible
Financial	Escalation of costs	L	A strong focus on value for money in all commissioning activities.
	Differing market conditions depending on commodity/service	M	Use of Business Intelligence to help predict market changes and trends.

Reputational	Insufficient information provided by officers, lack of transparency	M	A scrutiny process has been established to ensure sufficient/relevant information is provided.
Environment/Climate	Failure to consider sustainable options.	L	Ensure all contracts consider environmental considerations.

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach.
Aberdeen City Local Outcome Improvement Plan	
Stretch Outcomes (Prosperous Economy/People/Place)	Community Benefits requirements are incorporated into all ACC Procurement Activity, consideration is given to the Stretch Outcomes within the LOIP at the development phase.
Regional and City Strategies	The proposals within the business cases appended to this report support Key Regional and City Strategies, details of anticipated outcomes are contained within each the business cases.
UK and Scottish Legislative and Policy Programmes	Each of the business cases appended to the report contains details of the legislative and policy programmes to be complied with.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required

Data Protection Impact Assessment	Not required
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9. BACKGROUND PAPERS

None.

10. APPENDICES

Public

Appendix 1 – Workplan Public

Appendix 3 – Summary of 3.10 Memo's

Appendix 4 – Summary of 4.1.3 Forms

Private

Appendix 2 – Workplan Private

Appendix 5 – Production Partner (Events)

Appendix 6 – Disabled Persons Housing Service

Appendix 7 – Tenants Contents Insurance

Appendix 8 – Boiler Plant

Appendix 9 – Specialist Maintenance & Repair Trades Framework

Appendix 10 – Outline Business Case (Waste Services Contract)

11. REPORT AUTHOR CONTACT DETAILS

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Email Address	MeMackenzie@aberdeencity.gov.uk
Tel	07795 316388

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Commissioning Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 08 December 2021							
Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-XHTP4216	Commissioning	City Growth	Production Partner (Events)	Revenue	01/04/2022	31/03/2026	0	31/03/2026	Framework Agreement for the supply of all production requirements for Aberdeen City Council's annual events programme. The requirements include, but are not limited to, the supply of stages, power (generators silent diesel only), power distribution, lighting, public address systems, AV equipment, as well as the management and transportation of Aberdeen City Council owned event equipment.

Customer Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 08 December 2021							
Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-JPDA4673	Customer	Early Intervention & Community Empowerment	Disabled Persons Housing Service	Revenue	01/04/2022	31/03/2025	24	31/03/2027	This is a contract for the provision of Disabled Persons Housing Service which will help ensure the Council meets its statutory duty to provide people with a home and prevent homelessness. The Service provides an information, advice and advocacy service to people with a disability, their family and carers about housing options in and around the Aberdeen area. The service supports older, vulnerable, and disadvantaged people, families and groups. The promotion of independent living allows people with long term conditions to manage their own health and wellbeing.
000-TTAL8864	Customer	Early Intervention & Community Empowerment	Tenants Contents Insurance	Revenue	01/04/2022	31/03/2025	24	31/03/2027	Contract for the provision of Tenants Contents Insurance, which affords access to Contents insurance for ACC tenants regardless of property type, construction method or postcode area, subject to the completion of a satisfactory application form.

Operations Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 08 December 2021							
Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-THDR6688	Operations & Protective Services	Building Services	Boiler Mechanical Heating and Controls	Revenue/ Housing Revenue	01/02/2022	31/01/2023	36	31/01/2025	The requirements for Boiler Mechanical Heating and Controls inspection, repair and maintenance will be part of a framework for Public Buildings and Building Services (Housing), to ensure compliant arrangements are in place for the range of Core Trades utilised within the Public Buildings and Housing estate.
Various (Multiple Lots)	Operations & Protective Services	Building Services	Specialist Maintenance and Repairs	Revenue/ Housing Revenue	01/02/2022	31/03/2023	36	31/01/2025	Framework Agreement for Specialist Maintenance and Repairs for Public Buildings and Building Services (Housing), to ensure compliant arrangements are in place for the range of Specialist Trades utilised within the Public Buildings and Housing estate.

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Function	Cluster	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value £	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCIES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Commissioning	Commercial and Procurement	<p>The Phase II Contract will cover the provision of Technical Advisory Services in support of the Aberdeen Hydrogen Hub – Strategic Partnership Procurement from the date of publish of the Contract Notice through to the appointment of a preferred bidder.</p> <p>Scope to include:</p> <ul style="list-style-type: none"> •Assessment of SPD responses from bidders •Development of ITPD documentation •Technical support to ACC procurement team during dialogue phase with bidders •Evaluation of bid submissions including technical assessment of bidders' business plans to ensure viability 	22/06/2021	25/10/2021	£51,000.00	<p>The appointment of a preferred bidder (JV Partner) was required prior to the commencement of COP 26 (31 October 2021). Fichtner had been appointed to provide the Phase I support following a competitive process with a plan to conduct a further competitive process in respect of Phase 2 support. However as an innovative project in a relatively new market, additional time beyond that anticipated within the original project plan was required to develop a defined project brief regarding the proposed structure and objectives for the joint venture including agreeing the project scope and developing the Contract Notice and supplementary documentation.</p> <p>The Contract Notice was originally due for publishing on 30 April 2021 but as outlined above, due to the additional work required to develop the project brief, this was not achieved until 22 June 2021 leaving insufficient time to run a separate procurement process to appoint a Technical Consultant to provide support through to the appointment of a preferred bidder.</p> <p>Extending the services of Fichtner through to preferred Bidder stage would also assist in avoiding potential risk to the project schedule and additional costs in bringing a new consultant onboard.</p>
Customer	Digital and Technology	<p>Contract for the provision of Migration of data from the CareFirst platform to Dynamics 365 platform which will ensure the Council can meet its statutory duty to provide a new social care platform for the Council to achieve outcomes supporting Adults, Children's Social Care and Criminal Justice to ensure all required information is available at Go Live in the new platform. The data will include all required case records, demographic information for clients and UPRN information for property details. Aberdeen City Council requires specialist skill sets to assist with migration activities to ensure programme timescales are met. The skill sets required will only be necessary for this one-off migration of data and will be assisted by service subject specialists to ensure the data quality and information is complete.</p>	03/09/2021	02/05/2022	£223,550.00	<p>Data migration is part of the wider D365 programme and is an integral part for successful programme delivery the need for a specialist skill set to assist with this work has generated the demand for this procurement to be conducted, a need was identified for a one-off migration to move data from one legacy platform to the new platform. The original proposal was to carry these activities out in house which was under continuous review. The timelines for progress were unable to be met without having additional resourcing and skills sets to assist. The programme reviewed the decision and looked at both internal and external options and was left with only external resourcing as an option to proceed.</p> <p>Version 1 are awarded this contract on the basis they have the specialist skillset and dedicated team to complete these data migrations within the overall D365 project timescale. There is a significant risk to the continuation of care provision if this contract is not awarded with risk to the care of vulnerable clients, based on market intelligence available this contract with Version1 also provides best value to the council.</p>
Operations	Integrated Children's and Family Services	<p>Supply of HP Chromebooks from national framework including enterprise enrolment and asset tagging. Devices required to support a range of learning arrangements including blended learning going forward.</p>	21/09/2021	On delivery	£619,425.75	<p>To Continue to support learning at home and in school we will continue to use Scottish Government Grant funding to support devices, this request was made for reasons of urgency due to international demand for devices. Had an order not been placed at this point, extended leadtimes would have been faced which would have delayed issue of devices to pupils in P6, P7, S1, S4, S5 & S6.</p> <p>This purchase ensures that our young people can access in school and at home learning, and are engaging with the correct tools on a level playing field across schools, during any period of self-isolation or should the restrictions require changes to school attendance.</p>

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Function	Cluster	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value £	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCIES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Resources	People and Organisation	AES Matchjobs Software (for use in internal recruitment / internal movement of staff scheme)	25/11/2021	24/11/2021	£31,025.00	S33 (1) (b) (ii) of the Public Contracts (Scotland) Regulations 2015 allows for the award of a contract without prior publication of a contract notice where competition is absent for technical reasons but only where no reasonable alternative or substitute exists, the service have been unable to identify any other supplier that offers job match software with the inclusion of psychometrics. Based on the information provided by the Service it has been agreed the contract could be awarded by technical exemption. (Whilst the value is under £50,000 for the renewal, total expenditure across the three years is above the committee threshold £90,000 approx.)

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