

**ABERDEEN CITY COUNCIL**  
**ALEO – ANNUAL REPORT**

<b>ORGANISATION:</b>	Bon Accord Care
<b>REPORT COMPLETED BY:</b>	Dr Lou Henderson, Managing Director, and Executive Leadership Team.
<b>DATE:</b>	August 2025

## SECTION 1 - Outcomes and outputs

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

I am pleased to present the Annual ALEO Report on behalf of all staff and service users at Bon Accord Care. The citizens of Aberdeen have benefited from excellent standards of care, supported through early intervention and preventative measures to enhance their health and wellbeing. This comes at a time when the Health and Social Care sector faces significant challenges, including increasing demand for services and financial scrutiny. Nevertheless, through an integrated approach to our service provision, our staff are having a positive impact on the lives of Aberdeen's citizens.



This report highlights the tremendous efforts of Bon Accord Care staff, both those who provide direct care and support, and those who enable them to do so. It outlines the diverse range of services we offer, the support services that help make a difference in the lives of Aberdeen's citizens, and the impact Bon Accord Care has had on individuals, communities, staff, and partners. BAC staff are dedicated to maintaining the health and wellbeing of citizens by demonstrating respect and integrity and fostering a teamwork approach that promotes shared accountability (RITA).



- R** Always **Respectful** - we are compassionate, caring, and considerate to everyone we interact with.
- I** Working with **Integrity** - we commit to be open and honest.
- T** Driven by **Teamwork** - we work collaboratively throughout the organisation and with our key partners to achieve the best outcomes for the people we support and each other.
- A** Thriving on **Accountability** - we believe taking responsibility empowers people to continuously develop and perform at their best.



## **Finance & Commercial**

The Finance Team has worked extensively with services and budget holders to achieve the delivery of a balanced budget result in 2024/25. We have worked closely with our finance colleagues at the Aberdeen City Health and Social Care Partnership to ensure financial efficiencies have been achieved in the interests of the wider system, and this work continues in 2025/26 and beyond. Other work that started in 2024/25 and will conclude in 2025/26 includes:

- More reliable budget process
- Improvements to monthly management accounts reporting
- Better business partnering with services to understand and correct deviations from budget
- Development of Medium-Term Financial Forecast and Plan
- Assessment and planning for further development of commercial activities
- Improvements in tracking and implementing internal audit recommendations
- Rationalisation of finance team roles and responsibilities

Our Information Systems team has commenced the rollout of our KPI Performance Dashboard together with a strategic review of our core operating systems. Our Information Systems Strategy has been finalised and is well placed to complement our Corporate Strategy.

## **People & Performance**

The People and Performance Team have been working through numerous projects this year to help support the teams that provide the best of care to the people we support.

We focussed on supporting our people by creating a new People Delivery Plan which we aim to embed in the coming year. This plan will set the strategic direction needed to ensure we have the right people in place, with the right skills and who share our values, to achieve our strategic priorities.

A staff survey was conducted to gather information on a range of topics. It gave us key insights from our workforce that will shape our focus for the coming year as we look to build on feedback.

## **Clinical Operations, Governance and Safety**

- Services worked in innovative and creative ways to ensure the best use of resources, deliver care and create capacity across the wider health and social care system, through reviewing models of service delivery service delivery. Re-alignment of Reablement Team to form link worker with services to better support staff teams in the delivery of enablement with a focus on interim and step-up care.
- Enhance and embedment of a clinical governance framework to foster a culture of excellence in standards to enable the delivery of safe high-quality care. Delivery of a pilot test of change in discharge to assess.
- Review of induction and learning and development programmes to ensure RITA values and behaviours are embedded in learning and evidenced through observations of care in practice with staff. Successful launch of new enablement training supporting different levels within the enablement framework.
- Development of an enablement framework and review of step up/down process and to maximise enablement opportunities.
- Collaboration with ACHSCP, ACC, Age UK, Alzheimer Scotland and tenants within to adopt a social model that recognises different barriers that can exist for people living with dementia.

## Awards & accreditations

Bon Accord Care continue to strive to deliver the best care through working towards and achieving key accreditations. This includes:

- Quality Standards Framework accreditation for our telecare service for the third year running
- A2DT Telecare bronze award
- The Learning and Development Developing the Young Workforce team have been recognised as Pledge Partners by Developing the Young Workforce Nationally, with a commitment to support Scotland's young people to succeed in the world of work. As partners, they play a vital role in creating opportunities for young people as they prepare for and take their first steps into the world of work
- External verification through the SQA, awarded for consistent approach fully in line with National Standards.

## 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	ACHIEVED 23-24	ACHIEVED 24-25
Financial Savings	£1.2m	£1.2m
Compliments versus Complaints	194 Compliments 17complaints	236 compliments 19 complaints
Mandatory training for all staff	85.3%	87.14%
Delayed discharge – tenants will be home within 24 hours of being classed as fit for discharge	-	
Telecare and community alarm – response to high priority referrals within two working days	88%	
Telecare and community alarm – response to medium term referrals within five working days	99%	
Joint Community Equipment Store Deliveries have been made within 1 day of order, ensuring people are receiving their equipment more quickly	93.5%	60.37%  KPI 3-day range: 84.58%.

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

Delayed discharges: 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:

### Case Study: Mr Smith's Rehabilitation Journey at Clashieknowe

Mr Smith was admitted to Clashieknowe in December 2024 following a prolonged hospital stay due to malnutrition, a collapsed lung, and a long lie after a fall. Unable to return home due to a breakdown in family relationships and unsafe living conditions, he was referred to Clashieknowe for rehabilitation and reablement.

Despite some initial challenges, Mr Smith engaged positively with staff and therapy teams, showing significant progress in his recovery.

- Initial Condition: Admitted in poor health after life support and hospitalisation; deconditioned and dependent due to years of limited independence.
- Therapeutic Engagement: Built trust with staff through consistent support and encouragement; collaborated with Occupational Therapy and Physiotherapy to set personal goals.
- Functional Improvements: Regained ability to manage personal care (except showering), medication, and healthy eating habits.
- Increased Independence: Progressed to walking longer distances with a mobility aid and managing household tasks like laundry and cleaning.
- Successful Transition: Moved to Sheltered Accommodation with minimal daily support; maintained positive family contact through his supportive brother.

***Contribution to ACCLOIP Stretch Outcomes (SO): Improve Healthy Life Expectancy (SO10); Increase Community Empowerment (SO16).***

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#### **Case Study: Using Mainstream Technology for Telecare – Apple Watch Trial**

Our Telecare team is trained to assess individual needs and match them with appropriate technology to enhance safety and independence. In one case, a service user with epilepsy experienced seizures that traditional sensors couldn't detect. By exploring mainstream technology, the team found an innovative solution that significantly improved their care.

- Identified Need: Traditional epilepsy sensors failed to detect the service user's seizures, which were preceded by a spike in heart rate.
- Innovative Solution: Our engineers proposed using an Apple Watch, already compatible with the user's iPhone, to monitor heart rate and trigger alerts.
- Collaborative Setup: The watch was configured with custom heart rate thresholds to notify the user's mother when a seizure was likely.
- Positive Outcome: The solution enhanced safety and independence, allowing real-time alerts and peace of mind for both the user and her family.
- Future Potential: The success of this trial supports the use of mainstream digital tools in telecare, especially as services transition from analogue to digital.

***Contribution to ACCLOIP Stretch Outcomes (SO): Improve Healthy Life Expectancy (SO10); Increase Community Empowerment (SO16).***

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#### **Case Study: Enhancing Safety and Independence through Specialist Seating**

The clinical team at the Joint Equipment Store brings expert knowledge to support service users with tailored equipment solutions. In collaboration with a Bon Accord Care Reablement Facilitator, our Occupational Therapist helped improve the safety, comfort, and independence of a service user in Very Sheltered Housing through a reassessment of their seating and handling needs.

- Identified Issues: The service user's original rise-recline chair did not support upright sitting, limiting her ability to eat, drink, and engage with their environment.
- Collaborative Approach: The Occupational Therapist and Reablement Facilitator reassessed their needs and replaced the chair with a more supportive model. They also upgraded the manual handling equipment to a full-body hoist.

- Improved Safety: These changes reduced risk for both the service user and staff, ensuring safer transfers and positioning.
- Increased Independence: The new chair enabled the service user to sit upright comfortably, eat and drink independently, and interact more with her surroundings.
- Positive Feedback: The service user expressed satisfaction with the changes, highlighting the significant impact of appropriate seating on her wellbeing.

*Contribution to ACCLOIP Stretch Outcomes (SO): Improve Healthy Life Expectancy (SO10); Increase Community Empowerment (SO16).*

#### **Case Study: Occupational Therapy 1**

Background – the service user has rheumatoid arthritis in both knees and other joints and has anxiety and stress. She had great difficulty accessing her bath and the use of equipment was unsuccessful. The difficulties with self-care were having a big impact on her mood and mental health.

Intervention – the Occupational Therapist made a referral to the housing landlord requesting adaptation of the downstairs toilet to incorporate a wet floor shower.

Outcome – the service user is now independent with their self-care/showering, and they said the adaptation was “amazing” and improved their overall wellbeing greatly.

*Contribution to ACCLOIP Stretch Outcomes (SO): Improve Healthy Life Expectancy (SO10); Increase Community Empowerment (SO16).*

#### **Case Study: Occupational Therapy 2**

Background - the service user and his wife were both finding great difficulty trying to climb over the bath to access the over bath shower and also getting on and off the toilet due to poor mobility, osteoarthritis and other health conditions. Their home cannot be ramped and may potentially be unsuitable for them longer term so major adaptation work to the bathroom would not be advised if required in the future.

Intervention – the Occupational Therapy Assistant supplied a shower board and a raised toilet seat. Discussions took place about alternative options regarding more suitable housing if they wanted to consider this at some point.

Outcome - the shower board has enabled both service users to start using their shower again and they said being able to be independent with showering and easier use of the toilet has had a positive impact on their mental health. She said: “Our lives have changed since you came along”. They also feel freer to plan for the future should their mobility deteriorate further.

*Contribution to ACCLOIP Stretch Outcomes (SO): Improve Healthy Life Expectancy (SO10); Increase Community Empowerment (SO16).*

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

##### **Finance**

Financial year 2024/25 was another challenging year, with increases in food and fuel prices contributing to inflationary pressures, as well as the COSLA-negotiated pay award of 4.3% being significantly higher than budgeted. As a result of this, efficiency savings of £1.2m were required in order for BAC to operate within its budget. When combined with an increase in demand for our services, this made it very challenging to achieve a breakeven

position without compromising the high standard of care they deliver. However, the breakeven position was achieved through the hard work and dedication of our staff.

### ***Sustainability***

Bon Accord Care (BAC) requires transformative changes to its operational model to ensure future sustainability. This transformation is necessitated by the increasing demand for health and social care services, the complexity of needs, and the financial pressures faced within the wider Health and Social Care system both locally and nationally. The current operational model does not support long-term strategic and financial sustainability. Budgetary constraints at ACHSCP and continuing cost rises mean that BAC are exploring transformation options for long-term sustainability. It is necessary to implement a strategic shift to focus on early intervention and preventative health through social care support for Aberdeen's citizens. The strategic focus includes care and support at home, day services, occupational therapy, unplanned care response services, intermediate care, enablement support, health and social care training, equipment provision, and telecare.

### ***ICT***

Challenges around workforce and Information, Technology, and Connectivity within the buildings from which BAC operates have presented issues for staff, whereby a lack of connectivity impacts their ability to maintain accurate record-keeping and move towards digital and technology-enabled care. However, BAC relates to ACC, and both organisations are committed to exploring co-designed solutions to resolve these issues. It is imperative that we invest in infrastructure developments and ICT to ensure that our staff can work efficiently and effectively, and that we can continue to provide high-quality care and support to our service users.

BAC has faced challenges around Analogue to Digital Technology (A2DT). This has predominantly related to testing new digital lines and ensuring that there is a continued level of adequate service maintained during this testing to minimise the impact on people who use digital telecare services. Despite this, we have been successful in obtaining a bronze award and are on track to achieve the silver and gold awards. As of 31st August 2024, the BAC Telecare Team had successfully changed over 99.8% of our alarms to new digital units. The team are now updating the alarms to have digital protocol going to the digital platform (shared ARC). By the end of August 28% of service users will be transitioned to the new ARC. This re-programming will be and has to be fully complete by end of October 2025 due to the smart numbers at Marischal College being switched off. BAC attendance at the Digital Programming Board has been revised, with our Information Systems Manager and one of our Operational Leads supporting this work, whilst escalation continues to be fed into Our Finance and Commercial Director.

### ***Joint Equipment Services (JES): ACHSCP-BAC-NHSG***

As part of our ongoing commitment to working with NHS Grampian partners at our Joint Equipment Store, it is crucial to urgently engage in discussions to review the Joint Working Agreement and explore alternative premises for the service. The significant increase in the number of people being cared for at home has led to a rise in demand and pressure on JES. The number of service users has grown from 19,938 in 2019 to 24,445 in 2024, a 23% increase. Similarly, the number of requests actioned has surged from an average of 761 per month in 2019 to 1,430 per month in 2024, a 47% increase. Despite this, there has been no corresponding increase in resources from either NHS or BAC.

The current Joint Working Agreement and premises are no longer fit-for-purpose, and there is an urgent need for clarity around the provision and funding of key services. BAC remains committed to engaging our NHS partners to progress this critical piece of work. We continue to work closely with ACHSCP to co-produce the Service Specification for the Joint Equipment Store, advance the Joint Working Agreement, and gain the necessary clarity around funding. ACHSCP's leadership and collaboration are essential in driving these discussions forward and ensuring that we can meet the growing needs of our service users effectively.

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



These strategic aims and the target areas are aligned to the ACHSCP Strategic Plan and build on the positive work and learnings from the last five years. They ensure that we remain focused on the task at hand, to ‘make a difference’ for the people we support, their families and unpaid carers, and for the people we work with when delivering person-centred health and social care services. Key achievements across 2024/25 included:

1. **Caring:**

- Successfully delivered patient-centred care models that have improved patient satisfaction by 20%.
- Worked in partnership with ACHSCP, ACC to explore new models of Housing for Varying Needs across Aberdeen's sheltered housing portfolio.

## 2. Enabling Independence:

- Expanded our rehabilitation and reablement services, resulting in a 15% increase in the number of individuals regaining independence.
- Introduced new assistive technologies that have enhanced the quality of life for 1,200 service users.

### 3. Workforce:

- Developed and implemented a comprehensive recruitment strategy, leading to an increase in staff retention rates.



- Launched a series of professional development programs, with over 900 staff members participating in training and upskilling initiatives.

#### 4. **Healthy Lives:**

- Rolled out a series of health and wellness campaigns that reached community members, promoting healthy lifestyles and preventative care.
- Partnered with local organisations to provide mental health support services.

These achievements reflect our commitment to making a positive impact on the lives of the people we support and work with and demonstrate our dedication to continuous improvement and excellence in service delivery.

#### **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/>

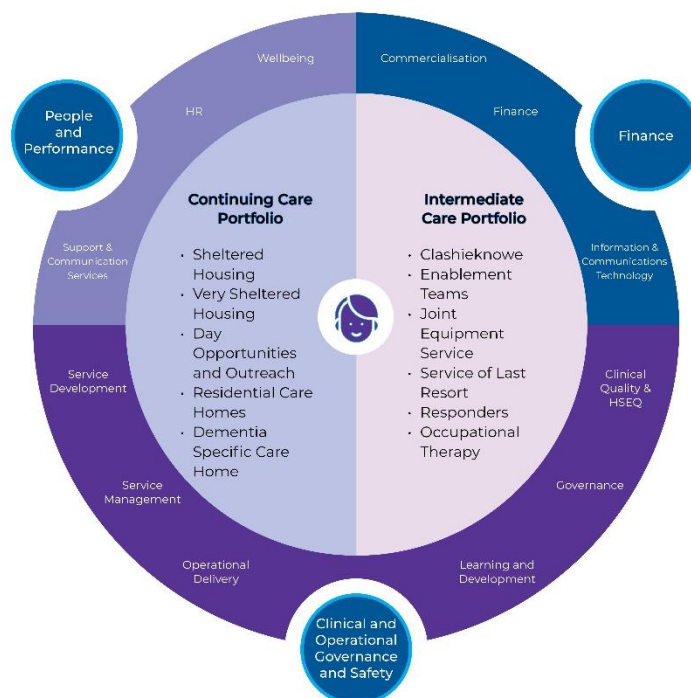
This report and above case studies highlights BAC's contribution to the delivery of the Stretch Outcomes (SO) of the Local Outcome Improvement Plan 2016-26 (LOIP) across the below areas:

- |   |   |
|---|---|
| • Employment (SO2)                                  | • Supporting Children with Disabilities (SO8) |
| • Child Development (SO3)                           | • Healthy life expectancy (SO10)              |
| • Children and young people feel listened to (SO4). | • Alcohol & Drugs (SO11)                      |
| • Care experienced (SO5)                            | • Nature & Wellbeing (SO15)                   |
| • Positive Destinations (SO6)                       | • Community Empowerment (SO16)                |

The range of services that BAC offers not only provides continuing care support in citizens' own homes (whether sheltered housing, very sheltered housing, or care homes), but also includes a variety of intermediate services that directly contribute to the national and local early intervention and prevention agenda. We strive to promote early intervention and prevention across all of our services.

In addition to our contributions to the LOIP, BAC remains committed to supporting Aberdeen City Health and Social Care Partnership (ACHSCP) in progressing and achieving the aims of their Strategic Plan 2022-25: Caring together; keeping people safe at home; preventing ill health; and supporting people to achieve fulfilling and healthy lives. Our efforts are aligned with the priorities of Aberdeen City Council (ACC) to ensure that we deliver high-quality care and support to the community.





## Education:

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

### Learning and Development

**[Contribution to ACC LOIP Stretch Outcome(s): Employment (SO2); Children and young people feel listened to (SO4); Care Experienced (SO5); Positive destinations (SO6)].**

### Bon Accord Care Learning Hub

Learning and Development provides mandatory Professional development for all Bon Accord Care (BAC) staff using a variety of methods. BAC eLearning is hosted on The Learning Hub – which is serviced by OpenLMS. Face-to-face training is delivered predominantly from the Learning Hub; however other venues are commonly used, i.e. Cummings Park Centre. L&D Facilitators also deliver bespoke support in services where a need is identified.

### L&D Scottish Vocational Qualifications

As a registered Delivery Unit, Learning and Development are consistently graded as excellent during External Verification visits carried out by SQA Verifiers. L&D provide ongoing support for both internal and external candidates undertaking qualifications. There were 125 active candidates including Modern Apprenticeships and Foundation Apprenticeships (SCQF6 – the equivalent of a Higher).

### Young Work Force

Investing in and developing and supporting our workforce is a key strategic aim within Bon Accord Care Strategic Plan 2023-2026. The young workforce team promote a culture where young people are valued and encouraged to achieve their development, qualification and career goals. We aim to provide qualifications for learners that are flexible, engaging, and achievable. Since **March 2019** the DYW Team have qualified:

204 Foundation Apprentices in Social Services and Healthcare and 57 apprentices in Social Care and Admin.

**Foundation Apprenticeships:** Within 24/25, BAC supported 48 Foundation Apprentices with qualifications. We are currently working from 3 hub schools, Aberdeen Grammar School, Old Machar and St Machar Academies with 2x FTE L&D Facilitators (one fixed term) responsible for delivery.

**Modern Apprenticeships:** Within 24/25 BAC supported 14 young people with Modern Apprenticeship qualifications with financial year 2024/2025. young people have been employed internally to complete care and business administration qualifications.

### Building our future workforce

Work continues to develop staff through theory and practice learning. Development packs for job roles have been introduced across roles to further embed development of staff, with opportunities to obtain the skills required to progress through roles.

### **Supporting a change of career**

Bon Accord Care have been supporting OT's back into the profession through a Return to Practice scheme. They are employed as OTA's whilst they gain experience, confidence and required skills to register as an OT with the HCPC. The service has successfully supported 4 staff members to gain OT appointments with the company via this route in the past two years

### **Career Ready**

L&D have worked successfully in partnership with Career Ready for 9 years to deliver high quality learning, career development and mentoring for young people in the senior phase of school S5/S6. This has taken place across 2 Aberdeen City Academies per year in the format of an L&D Facilitator or another colleague from the organisation, being matched to a young person who is taking part in career ready. The positive partnership with Career Ready and the knowledge & support from DYW facilitators has ensured successful outcomes for 16 young people. Young people have learned practical skills in social care along with gaining knowledge on the sector which has enabled them to progress into positive destinations which have been tracked and demonstrated below. The outcomes aligned to Bon Accord Care have included young people gaining Foundation and Modern Apprenticeships.

## **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?

Currently we have several partnerships with companies in the Aberdeen Area who support us. One example of this is at Kingswells Care Home where employees from B&Q helped the residents with the garden. We continue to work with the Employability team within Aberdeen City Council and have undertaken a few paid placements through the ABZ Works team to give an overview and experience of care services. Through this scheme we have been able to offer a route back into employment.

## **SECTION 2 – Users, Audiences, 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.

<b>Participants</b>	<b>Target</b>	<b>Total 2024-25</b>
Total number of participatory opportunities created throughout programme	NA	NA
<b>Number of participatory opportunities targeted for priority groups</b>		
Young People under 16 (Foundation Apprenticeships)	-	14
Young People 16-25 (Modern Apprenticeships)	-	48
Informal Carers (including Older People 65+)	-	8
Disability (mental health physical, sensory (e.g., BSL users) and carers of disabled people)	NA	NA
Ethnic minority communities including Gypsy/ Travellers	NA	NA
Sexual orientation (LGBTQ)	NA	NA
Residents of regeneration areas within Aberdeen City	NA	NA
Other (please specify)	NA	NA

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

<b>Users/Audiences</b>	<b>Target</b>	<b>Total 2024-25</b>
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Total Service Users (average Service user/residents/learners/per month)		8099/month
User/Audience number from Aberdeen City	NA	NA
User/Audience number from the wider region or further	NA	NA
% of user survey rating experience as 'excellent' or 'good'	NA	NA






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 2024-25	Total £
Funding from ACHSCP for main contract	34,361,000
Funding from ACHSCP for additional services	1,114,000
Cost recoveries from ACC	357,000
Sponsorship	NA
Trading income (City Home Helpers and Learning & Development)	345,000
Other (Modern Apprentice funding)	26,000
<b>Total income</b>	<b>36,203,000</b>

### 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 creator's consent and accreditation is provided where necessary.

Support Material 1:	 Compliments bubbles for KPIs.ppt
Support Material 2:	 Bon Accord Cares - July 2025.pdf
Support Material 3:	 Clashie Inspection.pdf
Support Material 4:	 TSA Membership Renewal and Certific.
Support Material 5:	 5.5_29.08.25_Q1 Board_Annual Impar <b>2025 DRAFT COPY</b>

### 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](http://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: Dr Louise Henderson**

**Date: 28/08/2025**