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# Annual Performance Report 2015/16

Working together for your **five star** service



# Highlights

6,183

Personal care hours delivered per week

2,302

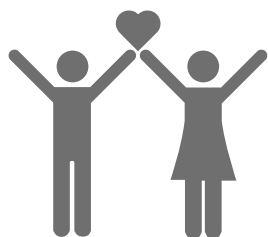
Number of tenants to receive housing support per week

4,122

Supported through Occupational Therapy

16,722

Hours of delegate training delivered



Launched Dementia  
Ambassador  
Programme



300 Residents Supported  
Daily by Care Staff  
Trained in Enablement



15% increase in  
Care Inspectorate  
Grades



Events & Wellbeing  
Team Awarded Bronze  
Healthy Working Lives

2 Day

Reduced Sickness  
Absence

£1M

Reduction in Cost  
of Service Delivery

42%

Reduction in  
Overtime



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# Chairman's Message

Welcome to the 3rd Annual Performance Report from Bon Accord Support Services and Bon Accord Care.

We aim for the report to be informative and to highlight our success and achievements across the past year.



Graham Parker, Chairman

Our job is to provide a personalised, high quality and forward thinking service which responds to the needs of all our stakeholders within the arena of Older People Health & Social Care Services. The landscape in which we operate is changing and we are adapting. We continue to look at innovative ways to provide services, to align with the key strategic drivers of our stakeholders and to deliver value for money.

Our Annual Performance Report details how we have achieved this. Highlights will include the introduction of a new service designed to meet low level needs, the partnership working we are actively involved in across the city and the real financial contribution we have made through efficiencies and innovation.

We continue to place a significant value on our staff team. We have

achieved the Bronze Award for Healthy Working Lives and we have Living Wage accreditation. It is vital to us that our staff team are engaged, informed and contributing to the company. This is evident from the achievements we have made.

On behalf of myself and the Board we would like to pay tribute to Sandra and to all our staff who make up Bon Accord Care. It is their drive, commitment, and delivery of quality services to some of the most vulnerable people within the city, that is the real achievement.

We hope you enjoy this summary of our past years performance, and that you will join us in celebrating the success of Bon Accord Care.

A handwritten signature in black ink, appearing to read 'G Parker'.

# Managing Director's Message

This year is an accumulative picture that reflects the commitment and hard work of the team in delivering more with fewer resources, and through creating innovative solutions.



Sandra Ross, Managing Director

Looking back over the past year we have achieved both operational and financial success. Our company has matured and many of the common issues in new company start-up have been addressed, facilitating a time of investment, growth and rewards.

Key highlights have been the increase in our Care Inspectorate grades, the accelerated growth of our Support Pool and the successful embedded approach to enablement. We are ready to build on this progress and move Bon Accord Care forward. Our new company branding reflects this and is the next step on our journey. The change in branding highlights that we have matured, yet maintained a strong link to the past, and have a desire to work in partnership to shape the future.

We face the same challenges as any other company in the private, public

or third sector and have experienced many changes within the environment in which we operate. Pressure on public funding, an increased demand on services with fewer resources available, and the establishment of Aberdeen City Health & Social Care Partnership (ACHSCP) brings the rate of change ever faster.

We have adapted, improved and become more efficient; ready to embrace these changes, and to look to the future. As I look back, I cannot help but feel a sense of pride in the staff team which makes up Bon Accord Care. Each and every one is an important cog in our wheel of delivery and I am privileged to lead a team which has service users at the heart of everything we do.



# Who We Are

## About us

Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are local authority trading companies owned by Aberdeen City Council (ACC). Bon Accord Care contracts directly with BASS which commissions directly with Aberdeen City Council. For operational purposes, we use Bon Accord Care as a collective term to reflect both companies. Operationally, we work

with our key partners Aberdeen City Council (ACC) and Aberdeen City Health & Social Care Partnership (ACHSCP) to deliver a range of services across Aberdeen. These focus on Older People Health & Social Care services, providing support and encouragement to enable them to live as independently as possible, today and in the future.

### Our Core Values are:

'Service, Quality and Value with Integrity, Pride and Innovation.'

### Our mission is that:

'we work together to provide your 5-star services.'

### Our Key Strategic Aims Are:

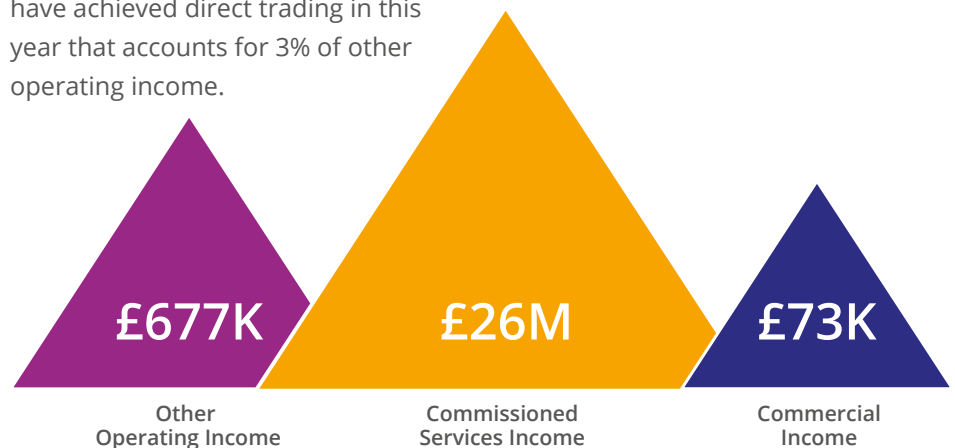
- ① Delivering on our core business.
- ② Maximising efficiency and quality of services delivered.
- ③ Commencing innovative services at an early intervention stage to reduce demand on more complex services.

**We have an important role to play in enhancing lives and wellbeing; all that we do matters.**

## Our Resources

The majority of our income is from delivery of commissioned services with a turnover of £26 million. Being a company which is based on service delivery, our largest expenditure is in staffing costs, which accounts for 87% of the total. We have a very lean management and business support function with overheads being carefully monitored and managed. We recognise as a company that there will be continued pressure on public funding, and understand the role that we must play in reducing expenditure

and exploring other avenues of income generation. To this end, we have achieved direct trading in this year that accounts for 3% of other operating income.



# Who We Are

## How We Report

The joint Bon Accord Care Board meets eight times per year for general business. The Board is comprised of the Chairman, Managing Director, Finance Director and four Non-Executive Directors. Its members are the same since inception.

Reports are prepared for the Board which reflect financial, operational, personnel, risk and health & safety information.

Reports and information relating to service specifications are also shared with Aberdeen City Council and

ACHSCP on a weekly and monthly basis. An annual performance report is presented to full Council by the Managing Director.

Our care services are heavily regulated and regular inspections are undertaken by the Care Inspectorate, Fire Service and Environmental Health.



## Governance

The Directors are legally accountable to the shareholder (Aberdeen City Council) for the operations of the company. They are responsible for setting the strategy, as well as the operational decisions that will meet our objectives.

Four times a year the Executive Directors report on the financial, operational, risk and health & safety information to the Arms Length External Organisation (ALEO) Governance Hub providing assurance of strong and effective

governance at a company level. This, in turn, gives assurance to members of the Audit, Risk and Scrutiny

committee, as well as to members of the relevant service committees.



# Who We Are

## Our Work

2015/16 has proved to be a positive year in terms of financial and operational performance.



Hillylands Independent Living Centre

We have remained focused on our strategic aims and delivered on our contractual arrangements. We continue to work positively with our key stakeholders to align ourselves with their priorities which will achieve positive outcomes for the people of Aberdeen.

Our success in achieving these aims confirms the positive role that Bon Accord Care has, and the impact we can make; by being flexible, adaptable, resource efficient and

aligned with our key priorities.

We are a company with a business focus, but have a strong social conscience. Whilst we take every opportunity to consider diversification, we are conscious of our core purpose; to be a key influencer in shaping the market for social care services in Aberdeen. Therefore, we take cognisance of the need for a given service, the impact we can achieve, and the wider impact on strategic

objectives. Key examples of this are the City Home Helpers and Hillylands Independent Living Centre. They both provide new service models to support “Shifting the Balance of Care” (2020 Vision, Scottish Government). They operate on the principle that they are preventative services, aimed at maintaining independence and reducing the need for more costly and sparse statutory services.



# Our Performance

This Annual Performance Report reflects what we have achieved in the operating year (August - July) and financial year (April - March). We continue to focus on our 3 strategic priorities, as aligned with the aims set out within Aberdeen City Council Strategic Business Plan Refresh 2016-17 and the Aberdeen City Health & Social Care Partnership Strategic Plan 2016-19.

## Delivering on Our Core Business



**35%**

Older People Home Care  
Service provided by BAC  
across Aberdeen



**57%**

Increase in beneficiaries  
from Community  
Equipment Store

BAC operates within a contractual framework to deliver services for ACC and ACHSCP. We consider this our core business. The operating year August '15 – July '16 has seen all key performance indicators met and exceeded.

Within the Aberdeen community we provide approximately 35% of older people home care services. During the past year, we have delivered 321,498 personal care hours to 793 service users. It is a 24 hour per day provision which includes a responder service for Community Alarm and to over 2,000 housing support tenants a week.

Our Occupational Therapy Service has seen a significant increase in our service delivery and in collaborative working.

The Hospital Direct Service, based within our Community Equipment

Store, has an increased performance year on year with a positive and significant impact on discharges from hospital. In this operating year, there were 903 deliveries (a 17% increase), which helped 816 individuals (a 11% increase) and provided 1,803 items (a 13% increase). Since the inception of this service, we have seen a 52% increase in deliveries, 57% increase in beneficiaries and 65% increase in the number of items provided. This service is making a significant impact on the discharge pathway in the city.

Additionally, the Community Equipment Store provided equipment to over 16,500 people. With recycling maximised we have seen a 1% increase in items provided, but a 14% reduction in cost, even though the average cost of an individual piece of equipment has increased by 39%.

# Our Performance

## Delivering on Our Core Business

“Throughout the inspection we were told and we saw, the positive effect that enablement training has had on the service. All staff spoken to demonstrated full commitment to promoting independence and helping people live in their own homes for as long as possible. "The organisation that I work for is totally committed to the services they provide to the service users."

- The Care Inspectorate



Collaborative working between the Occupational Therapy (OT) and care teams has seen the embedded enablement approach flourish. There are 123 staff trained in enablement, across 18 sites, with a further 6 sites and 33 staff due by the end of September. This programme will continue to be rolled out across BAC sites, and with current resources, we should see completion by March 2018. This embedded approach has received a very positive response from service users, staff and regulators. We are currently collecting data on outcomes, including prevention of admission to hospital and support with discharge, to facilitate the sharing of this innovative practice and the impact it can achieve.

Our OT service continues to deliver to 4,122 referrals that have been

received within the community. In addition, we have provided rehabilitation services within our homes at Clashieknowe (57 clients) and at Rosewell (108 clients).

Residential services within Rosewell House, Fergus House and Balnagask House have provided access to 80 places. Rosewell continues to focus on respite, with support given to 893 clients. Working in partnership with our stakeholders we have changed 18 beds to 'interim' to engage and support the delayed discharge processes.

To ensure we have a suitably qualified and skilled workforce to deliver on quality services, we have provided 16,722 hours of training, with 80 staff achieving SVQ qualifications.

# Our Performance

'Health and social care budgets will probably reduce in real terms while the demand for services will increase. To help people remain independent at home we need to look at how we manage our resources to deliver best value for people and their carers'

- ACC Business Plan 2016-17

## Maximising Efficiency and Quality of Service Delivery

BAC is funded by public monies. ACC still remain accountable for the funds used to deliver public services, and by focusing on maximisation of efficiency and quality, BAC can provide reassurance that we are achieving these aims and facing the challenges.

We have made a £1million reduction in the cost of service delivery, through changes to the way we deliver services. We anticipate further efficiencies throughout 2017/18, following our recent restructure, to align with the ACHSCP locality structure.

By reviewing how we plan workloads and staff resources we have reduced overtime by 42%. This has been supported by an increase in our Support Pool Service which has delivered 85,000+ hours. The significant impact of this is a reduction in agency hours by 35%, which equates to a £680,000 decrease in expenditure in 2015/16.

Quality of service delivery is paramount, and in addition to the above financial gains, we have seen a 15% increase in the grades awarded to us by the Care Inspectorate.

“Care plans were updated and reflected the person’s current care needs. We read detailed care plans in one complex that included a relative’s valuable contribution in assisting to meet his wife’s care needs. Staff had recognised his role in remaining a carer and the positive impact this had on both of them. He told us, “I am able to look after my wife because of the support of staff”. As a result people told us the service was “first class” and “I am well looked after.”

- The Care Inspectorate

# Our Performance

'People, including those with disabilities or long term conditions or who are frail are able to live as far as is reasonably practicable independently and at home or in a homely setting in their community.'

- Outcome 2 of 9, ACHSCP Strategic Plan 2016-19

## Commencing Innovative Services at an early Intervention Stage to reduce Demand on more Complex Services

The introduction and progress of interim beds, hospital direct service, and embedded enablement has all played their part in early intervention strategies. City Home Helpers provides a range of local services for domestic, social and companionship support so older adults and people with disabilities can continue to live in their own home and remain connected to their community for longer. This embryonic service has already provided 808 hours of service delivery to 45 clients.

The early intervention theme is continued within Hillylands Independent Living Centre. This service is now a 'one stop shop' for all low level referrals to OT services within the community.

Fully equipped and adapted to showcase what equipment is available to maximise independence, this site gives the opportunity to test equipment by

individuals. In addition, the blue badge assessments will be located here and wellbeing clubs have been commenced.



# Operational Highlights

## City Home Helpers



City Home Helpers provides a range of local services for domestic, social and companionship support so older adults and people with disabilities can continue to live in their own home and remain connected to their community for longer.

Passionate about helping people; their needs come first at all times. Our ethos is based on a traditional style, positive can do attitude, and built around a commitment to excellent customer service. We consider it a privilege to

play a part in helping people to get the most out of life, knowing a little support can go a long way to help achieve this.

We believe that this service will continue to grow; we have had positive feedback from service users and from professionals who see a real need and value for this service. This is a commercial service, which in future should bring a degree of income to help assist with the pressures faced within our public funded services.

I have been using City Home Helpers for about 5 months and I am delighted with the twice weekly service I receive.

I love that I am allocated one dedicated person and am pleased that there isn't a succession of people in and out of my home.

My home helper Pat is a gem and she always goes the extra mile. I look forward to Friday mornings when Pat comes and feel that the service is value for money.

Customer, City Home Helpers

## Support Pool

We commenced this service in 2014, in response to rising agency costs, complaints and high levels of overtime and additional hour payments. The aim was to provide an in-house Support Pool which would achieve quality and resource maximisation.

The intention was to give access to employment within BAC for staff not able or willing to commit to traditional style working arrangements, and provide flexibility in service delivery which would enhance outcomes for people across our services.

This has proven to be a success and

has achieved all expected benefits and continues to be developed. We now deliver a number of roles to provide a wide ranging support to our services. In addition, we supplied 6,641 hours of Relief Accommodation Officers to ACC supporting a reduction in their costs.



The Support Pool delivered  
**85,000+ hours**  
and saw a reduction in  
agency and overtime costs.

The initial concerns that staffing within the Support Pool would impact on the wider care delivery has proven to be unfounded; indeed we are attracting staff who would not be working in the sector. 57% are BAC staff, 28% are solely Support Pool staff, 8% works within other sectors with a total of 7% working for other agencies or providers.

The staff team receive regular supervision, undertake training, and have support mechanisms in place, which are the same as all other BAC staff. Feedback from staff and service users is that this is a positive and valuable addition to our staff team.



# Operational Highlights

## Dementia Ambassadors - Contributing to the Dementia Action Plan for Aberdeen City 2014 - 2026.



Rosewell House & Balnagask House provide respite service for individuals with dementia or their carer, and Kingswood Court Day Centre is for individuals affected by dementia. In addition we provide permanent residential dementia services within Fergus House and Balnagask. Many individuals across our services have dementia and it appears to be on the increase.

In March 2016, we arranged a learning day for leaders in conjunction with the Scottish Social Service Council (SSSC) to promote the use of the Promoting Excellence Framework for Dementia Learning and Training; and to recruit, train and support Dementia Ambassadors. This event was a great

success and resulted in 17 BAC staff from various services signing up to be Dementia Ambassadors.

The Dementia Ambassadors, held their first support meeting in May, where good practice, and resources were shared. All Dementia Ambassadors will be trained to the skilled level of dementia learning.

Ambassadors will be the first group of people to complete the new SSSC workbooks as evidence of their skilled level training. Though BAC have always provided dementia training for its workforce, we have a working group in place that is compiling a Dementia Strategy to adopt the Promoting Excellence

Framework of Dementia Learning. This provides a more reflective way of learning for staff, in particular reference to SSSC registration. At Balnagask, we have created a Dementia Resource Information Corner, where there is useful information for residents, visitors and staff. We have also recently delivered informed dementia training to our befriender volunteers. All of these activities evidence how as an organisation we are contributing to the Dementia Action Plan for Aberdeen.

This is an exciting area of development for BAC, which will enhance the skills and knowledge of our workforce, and will positively impact on the quality of care and support for our service users.

# Operational Highlights

## Vocational Rehabilitation Service

In June 2015 an in-house, Occupational Therapy Vocational Rehabilitation Service was created to help the company improve staff health and wellbeing and reduce staff absence rates.

The service is supported by two qualified occupational therapy staff. Managers can refer an employee to the Vocational Rehabilitation Service either to keep an employee in work if they are having functional difficulties; or else to support people back into work following an illness or injury. This process is informed by the

Scottish Executive Report 'Healthy Working Lives' (2004) which

highlights the importance of workplace rehabilitation services.



### Process Involved:

Once a work based functional issue is highlighted a referral can then be made to the Vocational Rehabilitation Service (VRS) utilising an in-house referral form. A job analysis is completed which explores the specific tasks required for an employee's role. The OT carries out a worker rehabilitation interview and access audit at the employee's place of work. A functional assessment is then carried out

which looks at the employee in the work situation. The OT completes a risk assessment and the AHP Fitness to Work Report is completed, which provides information on the functional impact of the employee's reported problem with suggestions of support to remain in, or return to, work. Each employee is reviewed after 2 months as standard and if required, on-going support provided.

30 referrals have been received since June 2015 of which 16 were absent from work at the time of referral; 14 in work with a variety of issues. 67% of issues have been resolved and staff are back to work, 3% retired and 3% were unable to be resolved. 27% are on-going cases. Staff feedback has been very positive and felt this is a more personal experience which supports getting back to work or remaining in work.

# Operational Highlights

## Modern Apprenticeships



We are now registered with Skills Development Scotland to provide Modern Apprenticeships, which forms part of our recruitment strategy. Our profile is that of a predominately older workforce, with valuable knowledge and skills for best practice sharing amongst staff that are either new to the care sector or who have worked for many years. We are conscious of the challenges that the Health and Social Care Sector will face to attract new staff as demographics change, and through our designed training

programme we will redress the balance and help with succession planning.

We are offering Modern Apprenticeships in Health & Social Care as well as Business Administration, with SVQ levels 2, 3 & 4. We have established links with a local charity who support employability schemes for young people, and together we are able to provide real apprenticeships with a proven career path.

Our Modern Apprenticeship

programme also means that skills and knowledge can be transferred from our current staff team to incoming or existing members, keeping our skills in-house and passing them from one generation to the next.

In addition, we are looking to bring on engineer apprenticeships to retain the unique skill set of our Telecare Engineers.

# Operational Highlights

## Technology Enabled Care

In 2015 - 2016 Aberdeen secured £240,000 from the Scottish Government.



The project employed two Occupational Therapists to work with the acute and Housing Sectors, to raise awareness, provide training and undertake specialist assessments. Demonstrator wards have been set up in the three hospitals in Aberdeen, with mobile kits being made available to other wards. Support has been provided to the housing sector to encourage the use of telecare equipment. The new Dementia Resource Centre in Aberdeen has been supplied with

telecare equipment, as well as training and awareness sessions delivered on a regular basis. A training programme and materials to support this has been developed. Support has also been given to facilities across the city providing intermediate care beds and work has been undertaken with the care homes operated by Bon Accord Care to support service users. A screening tool has been developed to support all staff groups to assess for telecare.

### Project Objectives:

- Increase the number of people utilising technology to support them to live independently and manage risks effectively.
- Ensure Technology Enabled Care forms an integral part of the assessment process for discharge from acute hospital.
- Expand housing sector knowledge of how technology can support people to live safely in their own homes.
- Expand the use of technology within sheltered housing settings.
- Support people living with dementia and their families to utilize telecare.
- Link with the Adapting for Change Joint Demonstrator sites Technology Enabled Care programme.



# Operational Highlights

## Technology Enabled Care

Over the past year, the TEC Programme has had a positive impact on both the Community Alarm and Telecare service in the acute sector and the community. Training has been delivered to over 272 housing staff and elected members as well as a total of 1,023 staff trained across all sectors. The work in the acute sector has achieved a 97% increase in referrals.

There are now 40 GPS devices currently in use, and from a survey undertaken 100% of people felt it gave both them and the service user more peace of mind, and 94% felt it allowed the user to remain at home. A staff survey of those involved in the TEC project showed that there was a lack of awareness of Telecare before it was introduced on their demonstrator ward. 100% of these staff now say they know more about Telecare and how it can benefit their patients. We have also held a 2 day awareness event for the housing sector which was attended by 97 people

including Housing Officers, Carers, Occupational Therapists and Tenants.

The service is also working closely with care homes and housing associations, and through relations with the ACC Housing Department were involved in their upgrade for sheltered housing to be Telecare enabled.





# Our Organisation

We consider our staff team to be our most valuable asset. We appreciate the extremely important role they play. We are committed to ensuring that as a team we provide best value and deliver quality services.

Our contractual context ensures that staff terms and conditions are maintained, this has proven to have positive benefits:

- Staff turnover less than 4%
- Improved recruitment

We have 938 staff which equates to 623 full time equivalents. This is a reduction of 32 FTE since 2014 while delivering the same volume of service. We provide a more flexible approach for staff in work patterns which achieves positive outcomes for service users.

Evidence suggests we slant towards traditional recruitment patterns within the sector, with 90% of female staff, and a 1% increase in male staff. Females make up 29% of our Board and 60% of our Senior Management Team, and we are working towards a gender balanced, best skills approach.

Recruitment and retention plays a significant part in our workforce planning; we have 48% of our workforce over 50 and 9% under 30.

We have introduced programmes for staff development and provide Modern Apprenticeships. We value staff for their attitude and commitment; while training for skills can be given, attitude is everything.

We feel that our positive approach to recruitment is a key driver in impacting upon our low staff turnover.

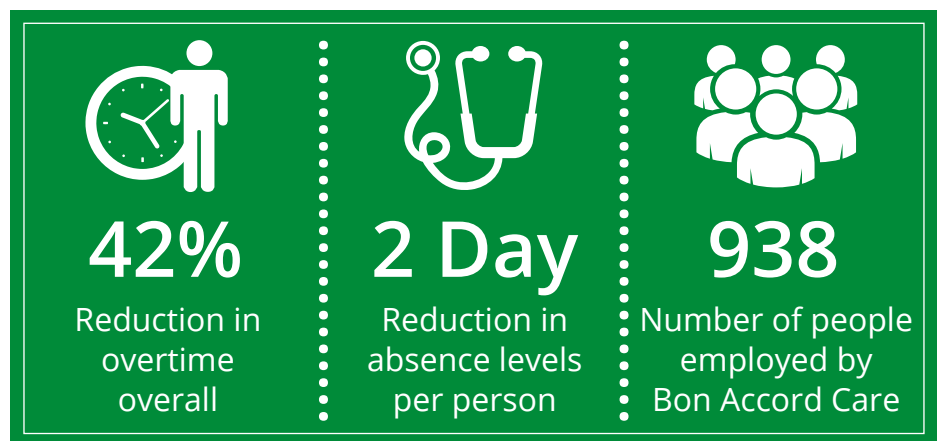


# Our Organisation

As a company we have shared 'Team targets' which allows staff to identify how they can impact on our overall performance, in particular areas closely linked with quality and finance. We have moved our targets forward each year, and in 2016 we are looking to make a significant £430,000 efficiency saving, and these targets are key drivers for our continued success. With 87% of our total expenditure being staff costs we will achieve success by targeting efficiencies in this area.

To deliver on efficiency with a reduced ability to manage financial leavers requires innovation and with this we have progressed.

We have worked to review our approach to absence management and have introduced a more proactive approach, with a focus on enabling staff to remain in work and return to work. Initiatives to support this approach are: Vocational Rehabilitation Service, utilisation of the government initiatives around return to work, and working closely with Robert Gordon University to provide a range of wellbeing measures. We have reduced absence levels by 2 days per employee in the past year, as a result.



The Support Pool is providing a flexible, adaptable staffing resource to achieve positive quality, operating and financial outcomes.

We have introduced a planned approach to annual leave, where staff are encouraged to take a more proactive approach. Staff are realising the benefits of achieving their contractual annual leave within a given year, as well as having a positive impact on wellbeing.

Services can forward plan to ensure quality of service delivery and reduce disruption.

We have focused on health & wellbeing with the introduction of a staff led 'Events and Wellbeing Team'. The team achieved the Bronze Healthy Working Lives Award in October 2015.

Several well-being events were undertaken and staff actively participated, in addition the group has raised a total of £6,000 to date with further fund raising events planned in 2016. We are progressing towards the Silver Award with a target date of May 2017.

Staff engagement is extremely important to us and 4 times a year we have staff newsletters, staff forums and staff surveys.

Important events and changes are communicated through staff briefings and meetings. We have had an 11% increase in staff positivity, 82% are proud to work for BAC and 85% understand how they contribute to the company objectives.

Our Senior Management Team and Business Support Team have seen significant changes across the past

# Our Organisation



3 years and these are bearing rewards in this past year. We have reduced the size of our management team and introduced additional support roles. These roles play an important part in the delivery of quality services, realising value for money and ensuring internal governance procedures are robust and effective.

The Facility Team have introduced workplace Health & Safety audits to ensure compliance with regulations and improve staff awareness and engagement with H&S. Waste costs have been reduced by 25% and we have increased our volume of recycling and introduced food waste collections. This team has introduced a robust Quality Management System supported by a new policy & procedure

manual to facilitate consistency across the company; staff have found this to be an invaluable tool. These consistencies in practice are already influencing quality of service delivery and have been reflected in positive feedback from our stakeholders and governance arrangements.

We continue to monitor, collate and

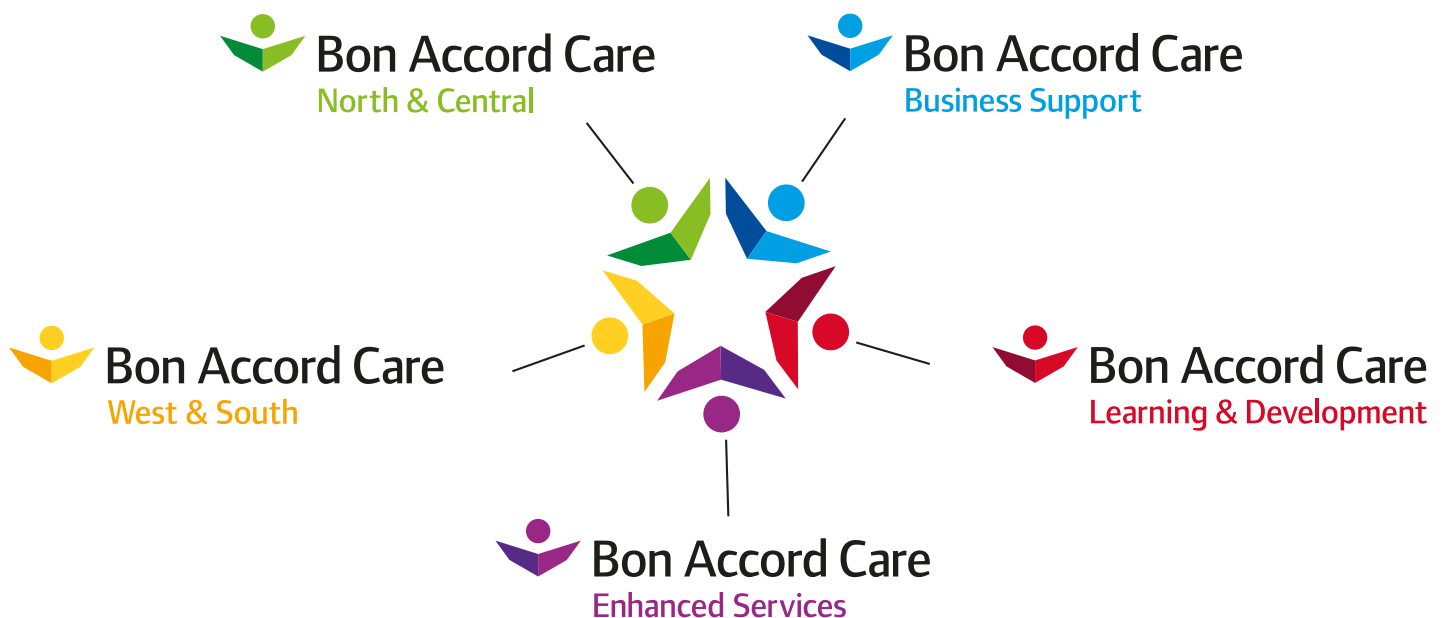
report on complaints, concerns & compliments, alongside all regulatory reporting requirements. We have seen a reduction in complaints and have achieved all responses within the required timeframes.

New business development and our company engagement is assisted by the role of Business Development Manager. A key driver for this year has been the upgrade of our customer facing web site and our branding.



# Branding

As the needs of those we serve have evolved, so too has the services we offer and our organisational structure.



There has been a strong focus on improving and strengthening our brand to align this with our strategic direction and new company structure, as we continue to grow and increase our brand awareness to a more mainstream audience. This involved creating a new logo mark to reflect who we are today and to symbolise our dynamic future. This wasn't a decision that we made lightly. We are proud of our rich history, and that is why our new logo retains core elements, including the colours and star shape.

The progression from the existing 'star' identity through to that of a more contemporary and conceptual brand incorporates several company ethos elements, and represents our identity, values and heritage. Our new logo features five colourful, human-esque icons, that represent the individual subdivisions of Bon Accord Care, coming together to form a central star that is befitting of our strapline, 'Working together for your 5 star service'.

Visual identity is a small part of our overall brand expression but it remains the first connection made in people's mind. Our new logo is a fresh approach and presents an opportunity to build every level of the organisation around our brand; giving the ability to communicate effectively and consistently across various channels to our stakeholders. We are aware that changing a logo is a process that can involve many steps and take some time, so we will finalise it gradually.

# Finance Report

2015/16 has built on the positive results of last year.



Alistair MacLean, Finance Director

We have increased the trading surplus to £117,000 (2014/15, £47,000), which is a particularly satisfying result as the company has delivered a significant level of recurring efficiency savings to achieve this.

Once we reflect the adjustments required under FRS102, recognising the reductions in the pension fund liability of £1,232,000 and in accruals for holiday pay of £45,000, we report a total consolidated comprehensive income of £1,394,000. The total pension liability reported at 31 March 2016 is £9,062,000 (2015, £10,294,000).

To support this financial position the Board has requested and has received a written assurance from Aberdeen City Council (ACC) of their intention to continue to provide funding in support of both Bon Accord companies to enable them to meet their financial obligations as they fall due. Given this assurance the Directors are satisfied of the company's ability to continue to operate on a going concern basis.

The financial performance for 2015/16 is summarised on the following page.



# Finance Report

## Bon Accord Care & Bon Accord Support Services Limited

### Consolidated Profit & Loss Accounts for 2015/16

	2015/16 £000s	2014/15 £000s
<b>Incomes</b>		
Core ACC contract	26,146	25,977
New business : Homeless Service	64	0
New business : City Home Helpers	9	0
Other Incomes	677	615
<b>Total Incomes</b>	<b>26,896</b>	<b>26,592</b>
<b>Operating Costs</b>		
Staff costs : Payroll	(20,303)	(20,327)
Support Pool	(1,003)	(282)
Agency	(1,316)	(1,996)
Premises	(1,606)	(1,646)
Supplies & services	(2,020)	(1,916)
Transport	(303)	(299)
Other operating costs	(226)	(234)
<b>Total Operating Costs</b>	<b>(26,777)</b>	<b>(26,700)</b>
Stock revaluation	0	172
<b>Surplus before Interest, Depreciation and Tax</b>	<b>119</b>	<b>64</b>
Interest receivable	30	13
Depreciation	(30)	(30)
Corporation tax	(2)	0
<b>Trading Surplus</b>	<b>117</b>	<b>47</b>
Decrease / (increase) in pension liability	1,232	(2,057)
Decrease in holiday pay accrual	45	49
<b>Comprehensive Income / (Expense) Reported in the Statutory Accounts</b>	<b>1,394</b>	<b>(1,961)</b>

# Finance Report

2015/16 was not without its challenges, the company was asked to deliver operational efficiencies of £700,000 and had to absorb increased employer pension contribution costs of £316,000 associated with our staffs' membership of the North East of Scotland Pension Fund, a defined benefit arrangement.

Our targets have been achieved through a combination of the following:

- 1 The realisation of benefits from the staff rota streamlining exercise completed in 2014/15.
- 2 Re-engineering the Enablement Service to an embedded model delivered by our Personal Care staff.
- 3 Expansion of the Support Pool Service replacing more expensive bought-in agency staff.
- 4 Reduction in average staff sickness levels.
- 5 Improved management of annual leave.



You will see from the financial schedule (Page 23) that company operating costs 2014/15 are very close to 2015/16, this demonstrates that we have, through the previously referred initiatives, absorbed annual staff pay increases of £600,000 and increased employer pension costs of £316,000. This with the generation of £135,000 of additional new

business and other incomes has delivered approximately £1,000,000 of efficiency savings in the year. This is a significant achievement as we also maintained service levels and improved service quality (as assessed by the Care Inspectorate).

As outlined in 2014/15 Annual Report, 2015/16 saw the beginning of new initiatives to develop business

# Finance Report



opportunities away from our core business with ACC. Most notable of these has been the set-up of a project, City Home Helpers, to deliver flexible, high quality “home help” services, which are responsive to the needs of people within Aberdeen. The ultimate aim is to provide support to enable people to live fuller, more productive lives, in their own homes and local communities. We see some meaningful growth in our customer base and income generated in recent months.

Perhaps more significant has been the success of the Support Pool initiative. We have set-up an internal staffing agency to service our own needs for flexible staff, replacing more expensive bought-in agency staff. From this business we have

diversified to supply administration staffing to the Homelessness Service run by ACC. This has been very successful with an average of 500 hours a month being sold to ACC in 2015/16 generating profit for ourselves and savings to ACC. Recent (summer) months have seen us supply over 1,000 of admin staff hours to ACC. This new business has benefitted the company by generating savings of £135,000 in respect of Support Pool staffing plus £15,000 profit from the Homelessness Service in 2015/16. 2016/17 will improve on these figures.

Looking forward it is clear that we have now entered a phase of restricted funding for our core services. ACC are expecting

significant reductions to their overall budget in the coming years. Recognising this, Bon Accord Care has contingent planning in place to deal with the expected reduction in overall funding in the medium term and the Directors are confident that through a comprehensive review of all its services, management practices and operational delivery methods our organisation will meet its business obligations to Aberdeen City Council and more importantly continue to deliver the highest level of quality care to our customers, the citizens of Aberdeen.

# Testimonials

What our clients and families say about our services:



“The service is excellent and the staff are competent, timely and very friendly. We consider ourselves very fortunate to be looked after by Bon Accord Care.”

“I am delighted with the care I receive and appreciate all the help I get. I could not continue to live at home if I did not receive this support. Thank you.”

“Excellent and absolutely faultless. I really enjoyed my stay.”

“My requirements were acted on with professionalism and speed.”

“Excellent service, my mother was assessed and plan in place immediately.”

“When discharged from hospital I had aids to help me straight away and had support from then.”

“I was treated with the most of respect and in a timely manner. A very pleasant experience.”

“We are extremely satisfied with Bon Accord Care, without whom we would be unable to cope at home.”

“Great care is provided in a very warm and welcoming atmosphere, and I can go away to my work without having to worry about Dad.”

“The support and care I receive is excellent. The carers are caring and thoughtful.”





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