



Annual Performance Report 2016/17

Working together for your 5 star service





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Chairman's Welcome

I am delighted to present our 4th annual performance report which highlights the positive impact we continue to make on some of the most vulnerable in our community within Aberdeen City. We are a values based company delivering Service, Quality and Value with Integrity, Pride and Innovation; I believe this report highlights how we deliver day to day with these strong drivers in place. We have a business focus and we understand that value for money is essential, but we also drive quality; after all we deliver to some of the most vulnerable in our city.

We have increased our quality grades, reduced our absence, made substantial savings and continued to deliver on our commissioned services. We have sought to look for opportunities to work with

our partners in the voluntary, private and public sectors and we align with the strategic priorities of our commissioners.

I am pleased with the journey through 2016/17 and I see a continued strong commitment from our executive and wider management team to deliver real results for the people of Aberdeen.

On behalf of the Board I encourage you to read, absorb and share in the celebration of success that is Bon Accord Care.

A handwritten signature in white ink on a purple background, appearing to read 'G Parker'.

Graham Parker, Chairman



Managing Director's Welcome

What a journey 2016/17 has been! We have continued to deliver on our strategic aims; core commissioned services are delivered, efficiency and quality are improving and innovative services continue to grow. The commitment this demands of the team is significant and I thank each and every staff member.

Our skilled and qualified workforce deliver on a day to day basis, compliments and feedback from the people who use our services is positive and regulators have evidenced this through increased grades. We continue to focus on the future, designing and delivering services to

meet demand while taking consideration of the increasing strain on resources, both in terms of people and finance.

I am proud of our staff team; they have had their hard work recognised through publications by the Scottish Social Services Council, College of Occupational Therapists, the cHeRries Awards and Care News.

A handwritten signature in white ink that reads "Sandra Ross".

Sandra Ross, Managing Director

Who We Are

Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are local authority trading companies owned by Aberdeen City Council (ACC); starting on 1st August 2013, the first of their kind in Scotland.

Bon Accord Care contracts 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 and 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 underpin all that we do:

Service, Quality and Value delivered with Integrity, Pride and Innovation

Our mission is:

Working together for your 5 star service

Our key strategic aims are:

- 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.**

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

Who We Are

Our Resources

The majority of our income is from delivery of commissioned services amounting to £26M of a £27M turnover. Being a company which is based on service delivery, our largest expenditure is in staffing costs, which accounts for 85% 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 which this year accounts for 3.6% of all income.

Commercial Income



73k
in 2015/16



241k
in 2016/17



How We Report

The joint Bon Accord Care Board meets eight times per year for general business. The Board comprises of the Chairman, Managing Director, Finance Director and 4 Non-Executive Directors; with all members being the same since inception.

Reports are prepared for the Board which reflect financial, operational, personnel, risk and health and 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 annually by the Managing Director.

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





Who We Are

Governance

Audit Scotland suggests that where councils fund Arm's Length External Organisations (ALEOs) it is important to maintain control and accountability over public funds. This requires the ability to 'follow the public pound' across organisational boundaries – from the point at which money leaves the council to the point at which it is ultimately spent by the receiving organisation. As a company, Bon Accord Care complies with these principles and Aberdeen City Council's local code of practice, 'following the public pound'. There is a high level of scrutiny and diligence to ensure that Bon Accord Care delivers the services for which we are funded. The company Directors are legally

accountable to the shareholder (Aberdeen City Council) for the operations of the company and are responsible for setting the strategy and the operational decisions that will meet the objectives of the company.

Four times a year the Executive Directors report on the financial, operational, risk and Health & Safety information to the Arm's Length External Organisation (ALEO) Governance Hub, providing assurance of strong and effective governance at a company level. This, in turn, provides assurance to members of the Audit, Risk and Scrutiny committee, as well as to members of the relevant service committees.



Our Work

As a company we are business focused, with a strong social conscience to deliver a significant social impact.

2016/17 has proved to be a positive year in terms of financial and operational performance. We have remained focused on our strategic aims and delivered on our contractual arrangements. We continue to work closely with our key stakeholders to align ourselves with their priorities which will achieve positive outcomes for the people of Aberdeen.

We understand that integration and collaboration will see positive benefits and deliver new ways of working across Aberdeen; therefore we take cognisance of, and align with, the Scottish Government's 9 National Health and Wellbeing Outcomes.

Our continued ability to deliver 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 own and our commissioner's key priorities.



Our Performance

Maximising Efficiency and Quality of Service Delivery

In the current financial climate, in which all providers across the public and private sector operate, it is essential to deliver value for money while maintaining quality of service provision. At BAC we are also conscious of the need to deliver and remain accountable through 'following the public pound' for the use of our resources.

We strive to maintain service provision, increase quality and reduce expenditure. Our performance in 2016/17 has been successful in all three areas. We have delivered on a budget which required

savings of £430,000; we have achieved this through continuing to focus on areas which we can improve on, such as staff absence rates and external agency usage. We have seen a 6 day reduction in staff absence per employee since March 2014 and the progress in 2017 continues to drive this efficiency. This is largely due to our proactive approach in supporting staff to attend work and offering a wide range of opportunities to enable them to remain at, or return to work, which has received external recognition.

Reduction in Sickness Absence



6.5% in 2014/15



6.0% in 2015/16



5.5% in 2016/17





Case Study

cHeRries Awards 2017



Bon Accord Care was a finalist in the cHeRries Awards 2017, where Human Resource professionals from across the North East celebrated the achievements of their peers at the star-studded 10th annual event on 1st of June.

We were shortlisted in the category of 'Extraordinary HR Initiative', for our continued commitment to supporting attendance. This innovative approach is based on the underlying principle of a self-management approach, where we encourage employees to be responsible for their own health and wellbeing through empowerment and ownership.

The initiative is aimed at prevention, a degree of flexibility and mutual respect. It requires firm, fair and robust process and policy with a focus

on the importance of data to aid management information in making investments in the correct strategies. All elements of our initiative take cognisance of the legal and ethical obligations faced by companies to make reasonable adjustments to support staff. The implementation of our initiative is supported by cultivating a positive health, safety and wellbeing culture through policy and process; promoting health awareness to support employees in their everyday lives, in work or at home.

On the night, we lost out to the worthy winner, Helen Strachan of Wood Group. We are proud of our achievement in reaching the finals and it is a celebration of the real collaborative working across BAC, Aberdeen City Council HR and union colleagues.

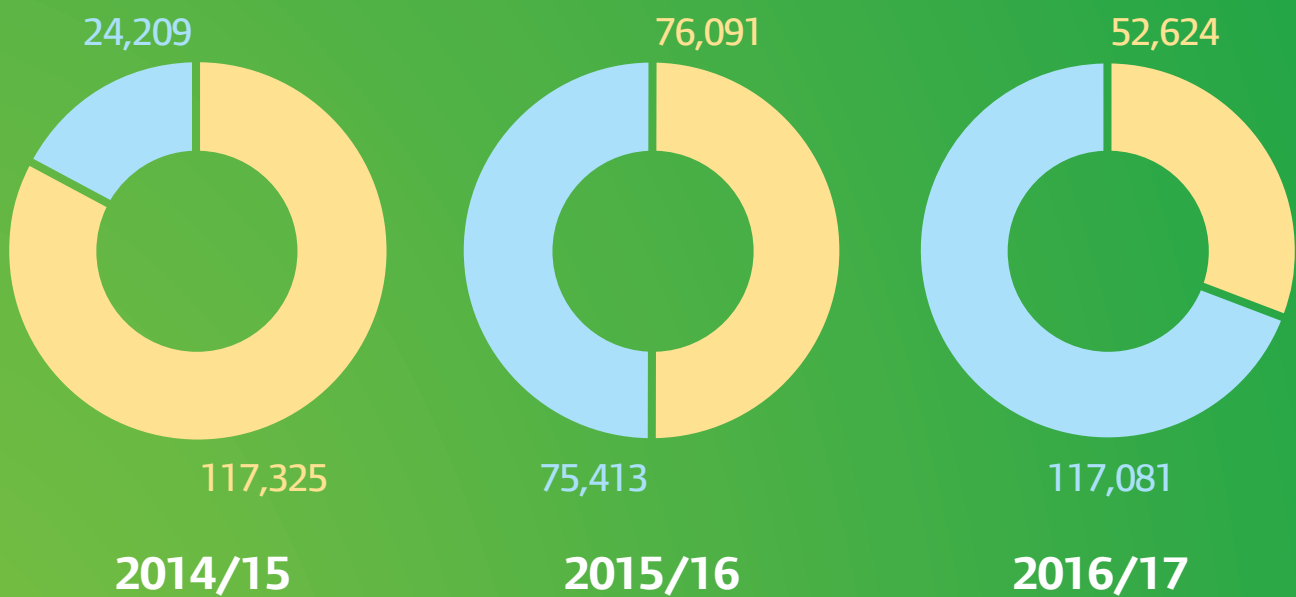


Our Performance

We have sought to reduce expensive agency costs to our company. Our ethos is that by using our internal resources and growing the resilience of the company to accommodate absence, annual leave and vacancies, we can drive quality and consistency of provision. We have achieved this reduction by developing our own internal pool of staff that are offered flexible working

patterns, development opportunities and the ability to gain valuable sector experience while they gain qualifications. We currently employ 455 staff on our support pool who provide around 2,200 hours per week to support annual leave, absence and vacant positions. We also support ACC services with an average of 180 hours per week.

Agency Hours and Support Pool Hours Delivered



- Agency hours delivered
- Support Pool hours delivered

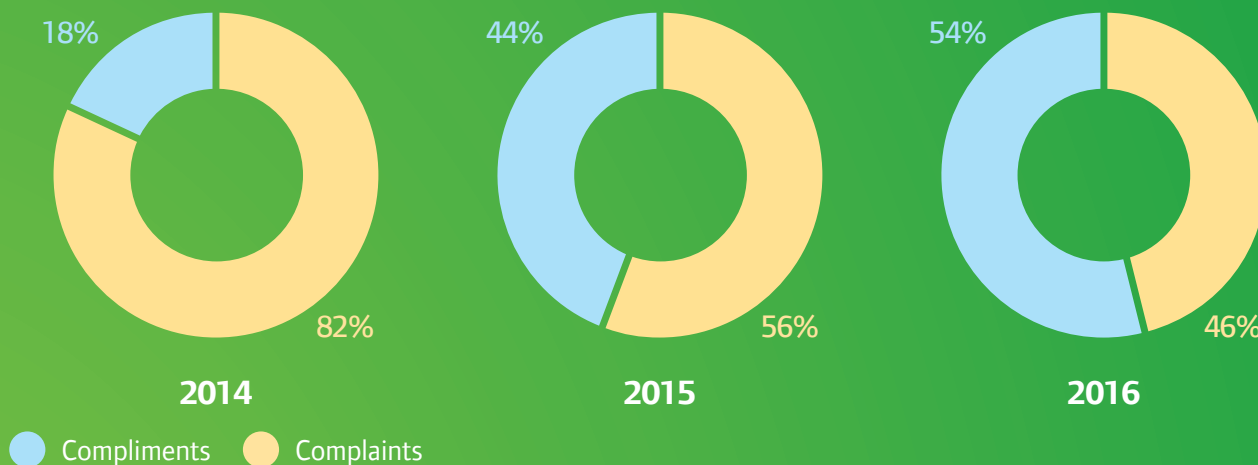


Our Performance

We never lose sight of our quality of service delivery, even though efficiency is a key driver, as we provide services to some of the most vulnerable in Aberdeen City. We actively seek feedback, listen to views and learn from the opinion and information we receive from the people we support.

We are confident that the people who use our services feel comfortable, and have direct access, to voice their views and opinions ensuring we drive quality of provision in areas which are perceived as required. The significant increase in compliments received means we can continue to embed best practice.

Trend of Complaints and Compliments



As well as receiving the views of our service users, we are regulated and inspected by the Care Inspectorate. This body regulates all care services in Scotland using the National Care Standards, set out by the Scottish Government, as a benchmark for how each type of service should perform. These standards are the minimum that you should expect when using care services.

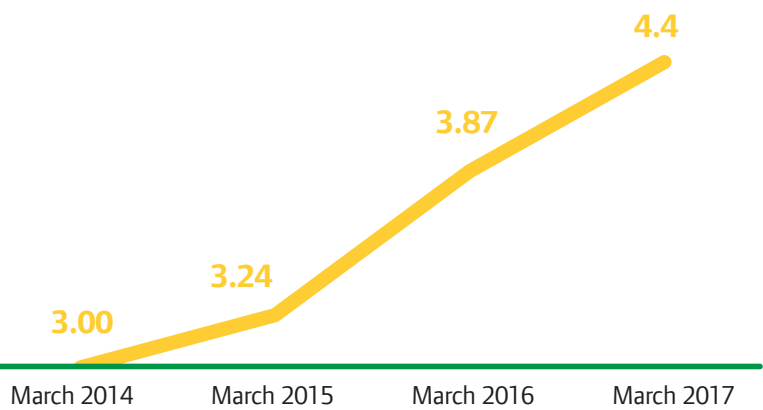
While a service is operating we evaluate each service against up to four of the most important aspects of care. We have seen a 68% increase in our quality grades, since 2013. This is a reflection of the hard work, commitment and quality of service that we continually deliver to the people who use our services.

Care Inspectorate Average Grade

Very Good ○

Good ○

Adequate



Quality is of paramount importance, and due consideration is given to how these services are delivered to ensure they are what people want. We work together for your 5 star service; with the aim of maximising people’s independence, we enable people.

The introduction of our unique enablement approach across our services ensures our support staff are suitably trained to enable people. Through our Enablement Occupational Therapists delivering this training, our support staff gain

the skills and knowledge to look at the abilities of people and support them to do what they can for themselves. This embedded approach addresses the needs of the whole person, including physical, social and emotional needs to promote independence, good health, wellbeing, confidence and happiness. The Enablement Team were singled out for praise in a UK-wide report by the Royal College of Occupational Therapy, released in July 2017, as an example of best practice that should be adopted more widely.

Enablement Team have worked:



across 33 sites



trained 294 support staff



who in turn provide support to
482 who use our services

“We read care plans that demonstrated that staff had helped people retain skills and, in some cases, regain skills that they had lost. As a result of this approach some care packages had reduced and outcomes for many people had improved”

Care Inspectorate Report, May 2017

“I now feel independent with only minimal support”

Service User





We pursue a suitably qualified and trained workforce, with 341 of our staff currently registered with the Scottish Social Services Council. The register for care at home staff will

open later in 2017, and we are fully committed to supporting staff in gaining their qualifications to ensure a professionally registered workforce.

Case Study



Scottish Social Services Council Myth Buster Day Supported Social Care Staff Through Registration.

The event was produced by Bon Accord Care, ACVO, My Care Grampian, Raeburn and ACC, including Unison, GMB and Unite unions. The first of its kind in Aberdeen, and for the sole benefit of staff, the event celebrated true partnership working that paves the way for future collaboration in trying to achieve common goals.

Representatives from across the social care sector attended the event, held in June at the Beach Ballroom, Aberdeen to learn about key aspects of registration, available support and to discuss topics that were important to them in their working lives.

Councillor Sarah Duncan, Vice-Chairperson of Aberdeen Integration Joint Board spoke at the event and said:

“There are many positives to social care registration: it puts obligations on employers to develop and support their staff and they have requirements to meet under the

code too. It also provides a guarantee of quality and helps raise the status of your jobs. You are, too often, the overlooked and unheralded heroines and heroes in our communities who help more vulnerable people lead independent and dignified lives. You have as much right to training, development and support as nurses, doctors, teachers and social workers”.

She also said,

“It’s great to see partners from across the health and social care sector in Aberdeen work with the SSSC and trade unions to support staff who may, understandably, be anxious about the regulation and registration process. I hope this event gave social care staff confidence in their skills and abilities and reassurance that they will be supported throughout their career in social care.”

Through partnership working with our staff, HR and union colleagues, we aim to have a supportive environment where the culture promotes accountability, responsibility and expectations. We examined how we work and made suitable changes that led to a self-management approach to reflect our belief that everyone desires to come to work to do a good job, and through supportive measures, we can, as a team, deliver exceptional results. We have made better use of our resources by being proactive in our policies and processes; we are embedding a quality management system to ensure we deliver consistently and in line with best practice. Our robust audit system facilitates a clear level of expectation and delivery across

the company. Together we achieved a decrease in staff grievances and incidents, with the actions taken being consistently fair and appropriate. This approach ensures we make better and more productive use of our people's time and promote a positive working environment.

Our staff deliver service, quality and value with integrity, pride and innovation; and are our greatest asset. We recognise the environment in which we operate where staff are the most valuable resource and employment opportunities are many, and as is often quoted, we train and equip people for them to leave us, but treat them well so they want to stay.

Testimonials of Those We Support

"Carers treat every person in the home as an individual and respond to residents in the capacity which suits the resident best. Every member of staff, working in every area, have shown how caring and compassionate they are over the last year since mum arrived. It must be recorded that the staff have, without exception, restored my faith in human beings"

Lynda

"My husband enjoyed his stay very much. It is wonderful for me to get some rest with an easy mind in the knowledge he is so well looked after and is so happy"

Elsa

"I was delighted by the friendly and caring staff. The varied and tasty menu was a very welcome surprise"

Nikki





Our Performance

We have focused on staff wellbeing and achieved our Silver Award for Healthy Working Lives, through NHS. This is a significant achievement and recognises the combined effort, enthusiasm and commitment across the company for a positive and healthy approach.

We take our approach to healthy lives that step further, with our Health Living Awards recognition across our services, to have a positive impact on our service users.

We believe this positive approach to our team is reflected in our turnover rates. Scottish Care reported in a survey of social care providers in 2015 that turnover rates for care workers is around 22%, increasing to 30% in domiciliary care; we have remained at 10% overall. The profile of our staff reflects 51% of our staff over 50 in 2014, which has dropped to 48% in 2016, and has impacted turnover due to a 25% increase in staff retirements from 2014 to 2016.

Testimonials of Those We Support

"The great care provided would not have been possible without your team's patience, kindness and high standards that you aspire to daily"

Lorraine

"I wish to convey the fantastic service provided by Bon Accord Care. Your staff help myself and others lead an independent way of life; always knowing help is there if we need it. For me, you have reached your 5 stars"

Brian

"Thank you doesn't seem enough for all the help, support and friendship you have given us over these past three years"

Kathleen

"I will never forget your kindness to me, goodness knows what would have happened if you hadn't helped as you did, when you did"

Nan

"My mother's enduring wish was to remain in her own home; thank you for helping to make that possible"

Susan

Case Study



healthyliving
award

Healthy Living Award

Bon Accord Care has been successful in achieving Healthy Living Awards across six care homes and very sheltered housing, the first company in Grampian and one of just a few in the whole of Scotland.

The awards, operated by NHS Scotland and supported by the Scottish Government, were given in recognition of our commitment to delivering a five-star service and improving the health and wellbeing of every resident by following best catering practices.

A poor diet is related to many health conditions which can lower the quality of life for older people, and affect the degree of dependency on care staff. A nutritionally rich diet plays a key part in ensuring residents feel enabled to lead fulfilling lives.

Changes to cooking practices were introduced, in particular the preparation of food, with an increased focus on reducing salt, fat and sugar

content to offer healthier options every day. Training is given to catering staff to support new ways of cooking and highlight the benefits of a healthy, nutritionally balanced diet. These simple changes make a big difference to residents' health and wellbeing.

Jorge Espinola, Catering Supervisor said:

“We could not have achieved these awards without exceptional team work that went on behind the scenes. This new way of working has led to an increase in choice for residents and gives access to more healthy options. Every day the catering teams now work with the conditions of the award in mind; making a positive impact on peoples' everyday lives”.

Bon Accord Care holds awards at the following establishments: Denmore Court; Balnagask House; Rosewell House; Fergus House; Craigielea Gardens; Victoria Grange.



Our Performance

The profile of our staff group has changed through targeted recruitment and retention. We ensure a positive working environment to retain our staff group with a wealth of knowledge and skills, while at the same time actively

promoting social care as a career of choice for young people. We support this through being a provider of modern apprenticeships and working closely with youth employability schemes. We are also a proud partner of St. Machar Academy.

Case Study



New Flagship Partnership Established

This partnership aims to raise awareness of the careers and skills required to work in the care industry and provide the school with a committed business partner to support the activity designed to prepare young people for the world of work.

Nicola Dinnie, Operations Director for Bon Accord Care said:

“Bon Accord Care is excited at this opportunity to partner with St Machar Academy and introducing a career in Health and Social Care to the school pupils.

“There are many avenues individuals can take within the sector and we look forward to supporting those who wish to consider such a career.”

Janice Duncan, Depute Head Teacher of St Machar Academy, added:

“We are very much looking forward to working in partnership with Bon Accord Care to offer our students an excellent opportunity to explore and experience the many differing career routes within the care sector.”

DYWNES recognises this as a great example of collaboration between industry and education, with benefits to both parties.

Rose Sharp, Liaison Officer at St Machar Academy, was also very positive about the future and went on to say:

“Exciting times are ahead for St Machar Academy as we progress our recent partnership with Bon Accord Care. We look forward to offering our young people, interested in all sectors of the care industry, the opportunity to learn from and work with such a forward thinking company.”





Case Study



Maureen's Story

"When you have such bad depression, coupled with something like rheumatoid arthritis, which I have, your confidence just evaporates. I had got to the stage where I didn't care about anything or myself. I had really let myself go. I'd also lost a lot of weight.

However, Carol and Jen took me on with 3 home visits and when I saw how I had been living, it was quite a shock.

After the first, and certainly after the 2nd and 3rd visits, I was beginning to think in terms of a future for myself. I was thinking about me as a person, I still mattered, which I had lost all feeling of, and a lot of this was down to Carol and Jen. I'm a totally different person; the way I feel inside is completely different from how I felt before.

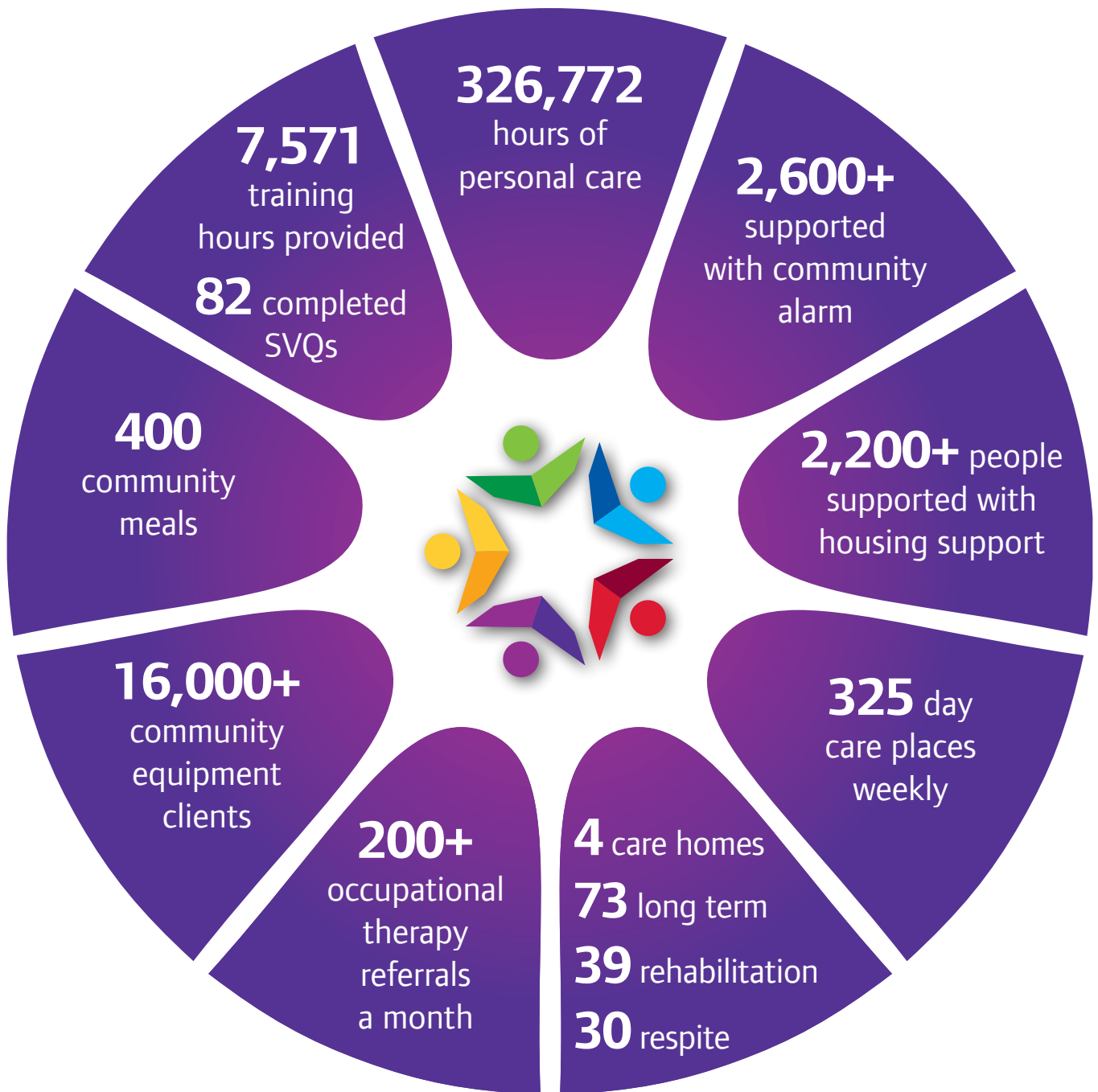
My Home Help, Jen, comes to see me for 2 hours every week, and during that time she does shopping, housework, cleaning, and attends to what I need. We have been shopping together, and I have been out and about more which has increased with Jen's afternoon visit. I look forward to that, very much.

I suppose 'Looking forward', are two of the most important words that I could use. I haven't looked forward to anything. Anyone who has problems similar to mine, any problems at all, I would have no hesitation whatsoever in recommending City Home Helpers.

Coupled with the help I received at Rosewell House you could say, quite simply, that Carol and Jen have saved my life."

Our Performance

Delivering on our Core Business



Commencing New and Innovative Services at an Early Intervention Stage

We have continued to develop our innovative services. We have seen growth at our Independent Living Centre at Hillylands, with the introduction of a well elderly programme that has proved successful to date. City Home Helpers has steadily grown to support even

more people within their own homes, and local communities. It is a bespoke service designed to maintain peoples' independence, where all staff are trained in enablement, elementary food hygiene and all BAC mandatory courses to fully support individual needs.

"It was very difficult to access other suitable services at all. They were either slow to respond, or couldn't guarantee specific times which are crucial to us. The service has allowed me to return to work full time, which I was previously unable to do, and we are far less stressed. The need for consistency and reliability were most important to me and the service has given me the reassurance I need"

Karen

"There isn't another service offering what City Home Helpers can"

Anne

"Prior to finding City Home Helpers we had no other help and were struggling on a daily basis. It was difficult to find a company that delivers this type of service, I think the service is unique!"

Geoff

City Home Helpers

 **4,105** Total number of hours provided

 **82** Number of customers

As of April 2017

Our internal services for staff have focused on the development of our in house Occupational Wellbeing team, through which we have further developed our Occupational Therapy rehabilitation support, have dedicated Mental Health First Aiders and a Supporting Attendance Advisor. These supports have facilitated our reduction in absence, which together with our new Healthy Working Lives Silver Award, ensures that we can support staff with a positive return to, or to remain at work.



"Bon Accord Care have implemented and addressed all criteria for the Healthy Working Lives Silver Award to a high standard. The assessor would recommend the organisation progress to the HWL Gold Award"

Healthy Working Lives Independent Assessor



Financial Report

2016/17 has been a successful year financially. The company was asked to deliver £430,000 of operational efficiencies against the contract budget and maintain our service levels to the people of Aberdeen. This has been achieved and the company has in addition also improved its service quality, as measured by our independent assessor, The Care Inspectorate. It is undoubtedly difficult to deliver financial savings, however, it is doubly difficult to make savings and to improve service quality at the same time.

The operational results are clearly very encouraging for the company, however they are negated by an actuarially assessed increase

to the present value of our liability associated with our staffs' membership of the North East Scotland Pension Fund (a defined benefit pension arrangement) where we see the assessed liability increase by £749,000 from £9,062,000 at 31 March 2016 to £9,811,000 at 31 March 2017. The increase is a charge to our reported statutory accounts for the year, so turning the reported Trading Surplus of £39,000 into a Comprehensive Expense of £672,000.

Alistair MacLean, Finance Director

Financial Report

Bon Accord Care Limited & Bon Accord Support Services Limited

Consolidated Profit & Loss Accounts for 2016/17

	2016/17 £000s	2015/16 £000s	2014/15 £000s
Incomes			
Core ACC contract	26,436	26,146	25,977
Other incomes	646	677	615
Total Incomes	27,082	26,823	26,592
Operating Costs			
Staff Costs : Payroll	(20,232)	(20,224)	(20,327)
Support pool	(1,641)	(1,003)	(282)
Agency	(1,008)	(1,316)	(1,996)
Premises	(1,562)	(1,606)	(1,646)
Supplies & services	(2,071)	(2,002)	(1,916)
Transport	(271)	(303)	(299)
Other operating costs	(231)	(226)	(234)
Total Operating Costs	(27,016)	(26,680)	(26,700)
New Business Initiatives	(9)	(24)	0
Stock revaluation	0	0	172
Surplus before Interest, Depreciation and Tax	57	119	64
Interest receivable	15	30	13
Depreciation	(30)	(30)	(30)
Corporation tax	(3)	(2)	0
Trading Surplus	39	117	47
Decrease / (increase) in pension liability	(749)	1,232	(2,057)
Decrease in holiday pay accrual	38	45	49
Comprehensive Income / (Expense)	(672)	1,394	(1,961)

Financial Report

Readers should understand that the changes in the actuarially assessed pension liability do not mean that the company has a “must be paid now” liability, rather it is an external assessment of the overall funding position of the pension at a snapshot in time. The companies’ pension funding commitments remain unchanged.

Turning to the operational result; we aim to meet or beat our contracted budgetary sum, to maximise the volume of care we deliver to the people of Aberdeen and to improve the overall quality of the services we deliver. We aim to maximise care activity rather than produce a large operating profit i.e. to deliver the most

activity we can within the financial envelope afforded to the company through the contract. In other words a trading result close to break-even is desirable. The company achieved a trading surplus of £39,000 (0.14%) on a turnover of £27,082,000 – this is very close to break-even. Activity achievements are detailed in the operational sections of this annual report.

Meeting our budgetary obligation means that our overall efficiency savings targets have been met. The table below illustrates the efficiency savings delivered on actual service costs since 31 March 2015.

	2017 £000s	2016 £000s
Previous year actual operating cost	26,680	26,700
Pay inflation	218	320
Contractual incremental pay increases	188	280
Employer’s pension contribution increase	0	316
Employer’s National Insurance increase	300	0
Living wage legislation	16	0
“No change” operating cost	27,402	27,616
Actual reported operating costs	27,016	26,680
Operational efficiency savings realised	386	936
Trading surplus delivered	39	117
Overall efficiency savings delivered	425	1,053

The table (on page 26) illustrates that since 31 March 2015 the company has delivered almost £1,500,000 of savings, £425,000 being made in 2016/17. Readers will note that each year the company must absorb unavoidable substantial increases in payroll costs arising from general pay increases and changes to Government legislation. In 2016/17 a total of £722,000 of unavoidable increase was absorbed. From this cost base the company has made savings from the general improvement in the management and application of our staff resource (staff resource costs make up approximately 85% of our operating cost).

I also note improvements in the management of sick and annual leave and a continued move away from the use of external agency staff in favour of our own support pool staffing. Support pool staffing is predominately our own staff working in a flexible way to support the delivery of our service. This gives the company a flexible and efficient staff resource to deliver the services we provide.

Readers will note that over the last 3 years agency staffing costs have halved and support pool staffing has increased fivefold. It is clear from the operating costs that the company is making great strides, developing a flexible and efficient workforce, allowing managers to more closely match the service delivery demanded of us with the available staff resource, so yielding efficiency savings.

Looking ahead, the company is now well into the 2017/18 business cycle and in common with previous years we have been asked to deliver material efficiency savings whilst maintaining activity levels.

I can report that we are currently on track to deliver again against our business targets for 2017/18. We have been asked to save approximately £600,000 which, if we meet our contractual budget by 31 March 2018, means £2,000,000 of year on year savings delivered since 2015.

The business environment we operate within demands that we continually improve and develop efficiencies, we are no different to any commercial body in that respect. The year on year savings mean cumulative changes to how we work and deliver services. As part of our company strategy we continue to seek improvement and deliver best value for money for the people of Aberdeen.

In summary the company has delivered against its business objectives in 2016/17, and we are on target to meet our business obligations for 2017/18.

FINANCIAL HIGHLIGHTS:



Contractual targets met



£430K saved



Agency costs halved since 2015



Support Pool saved £240K



Bon Accord Care
1st Floor, Inspire Building,
Beach Boulevard,
Aberdeen AB24 5HP

Tel: 01224 570400
Fax: 01224 211050
Email: bacinfo@bonaccordcare.org
www.bonaccordcare.org

