



Annual Performance Report 2020/21

Working together for your five star service





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

core business

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

efficiency and quality

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

innovativion and early intervention

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



Number of employees

1161



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



Launch of Learning Hub - December 2020



Occupational Therapy referrals 4464



Number of employees supported by wellbeing

216



Total Compliments

242

up 38% year on year



Q1 Service User Feedback Survey

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



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

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

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

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

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

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

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

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



Peter Murray, Chair

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

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

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

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

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

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

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



Gail Woodcock - Interim Managing Director



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

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

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

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

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

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



SERVICE

We listen and respond to our customers



VALUE

We work effectively and efficiently



PRIDE

We take pride in everything we do



INNOVATION

We create and lead on change



INTEGRITY

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



QUALITY

We always give our best

mission:

working together for your 5-star service

our key strategic aims:

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

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





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

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

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

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

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

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

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

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

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

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

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



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

Foundation Apprenticeships

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

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

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

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

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



Keri Philip - Modern Apprentice





Modern Apprenticeships

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

Graduate Apprenticeships

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

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

Case Studies

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

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

Commitment

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

12

core business



778

employees on support pool



2019/20

28 %

72 %

**Support Pool
Hours v
Agency Hours**

2020/21

9 %

91 %

**Support Pool
Hours v
Agency Hours**

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

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

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

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

core business



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



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

Support Worker (Responder Service)

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

(Support Pool Service Manager)

14

core business



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

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

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

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

Joint Equipment Service

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

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

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

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

Occupational Therapy Assistant Van

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

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

15

core business



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

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

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

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

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

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

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

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



Learning Management System

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

Engage in programmes of mandatory learning linked to a job profile

Access individual training records

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

Access career pathway development opportunities to prepare for promotion

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

Welcome to The Learning Hub

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

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



Login below to access your Learning Hub

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

 Remember username

[Forgot password?](#)

Or login with

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

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

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

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



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

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

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

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

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

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

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

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

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

care inspectorate report 1

date: 1st July 2020

location: Kingswells care home

grade: 5 - very good

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

Examples we saw were:

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

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

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

care inspectorate report 2

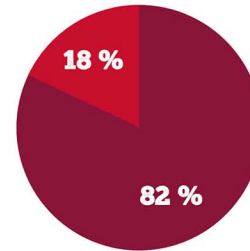
date: 23 March 2021 with a reinspection 16 April 2021

location: Balnagask care home

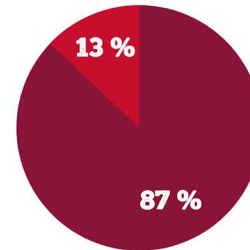
grade: 3 - adequate

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

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



2019/20

**Compliments
v Complaints**

2020/21

**Compliments
v Complaints**

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

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

20

efficiency and quality

Some comments from service users:

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

'Staff are all great'

'The staff work so hard'

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

'The carers are doing a brilliant job'

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

'Staff are so professional, very much appreciated'

'Staff are my angels'

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

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



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

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

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

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

 SERVICE USER EXPERIENCE

HOW WELL HAVE YOU BEEN SUPPORTED THROUGH Covid-19?

WE SPOKE TO THE FOLLOWING BETWEEN JUNE AND AUGUST 2020,



185 IN 44 SHELTERED BUILDINGS



34 IN 4 VERY SHELTERED BUILDINGS

HERE'S WHAT YOU HAD TO SAY...

VERY SATISFIED OR SATISFIED

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



YES



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

NO

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



21

efficiency and quality

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

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

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



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



We are currently working towards our Silver award.



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



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



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

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



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



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

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



Certified Organisation

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

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

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

22

innovation and early intervention



Tom Lambert - Sport Aberdeen

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

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

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

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

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

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

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

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

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

23

innovation and early intervention

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

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

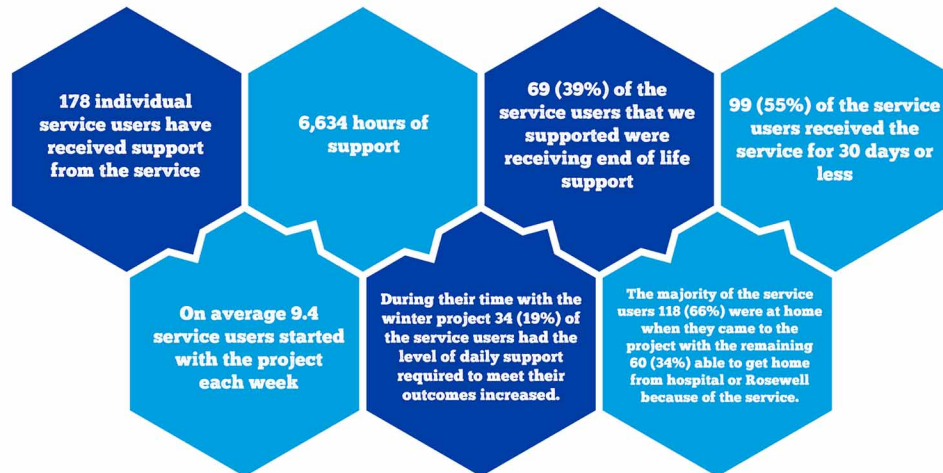
The success of this initiative, was achieved through the hard work and determination of our teams: the additional support was provided at short notice, shortly before Christmas and at a time where BAC, like many health and social care providers, were also experiencing operational challenges due to winter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

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

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

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

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



24

innovation and early intervention



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

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

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

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

Wife of Service User

Next Steps

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

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

Jackie,

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

Daughter of Service User

Good morning Bala,

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

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

Wife of Service User

25

innovation and early intervention



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

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

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

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



Michaela's story

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

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

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

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

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

26

innovation and
early intervention

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

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

DELIVERY OPTIONS

CLICK HERE



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

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

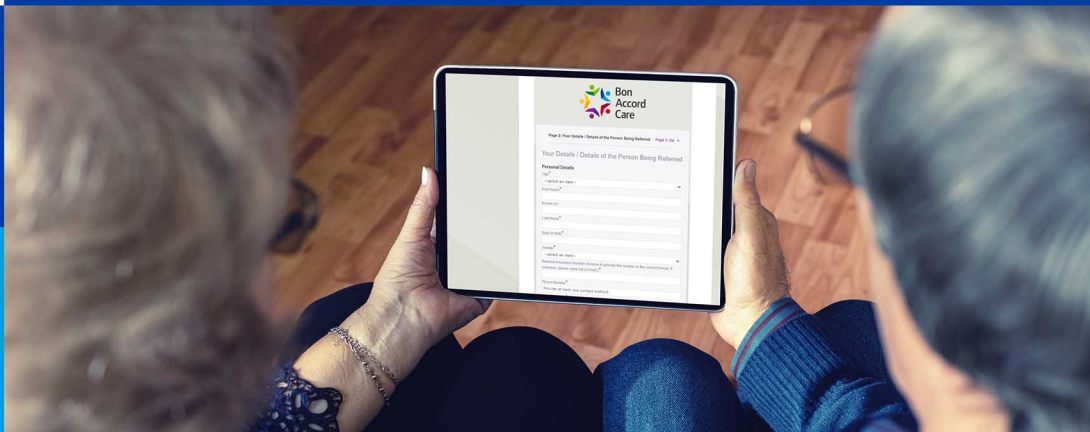
There is also a click and collect option. Customers can request an assessment which will be carried out by an occupational therapist, in person where possible, or remotely by telephone or video call.



<https://www.equipmeforliving.com>

28

innovation and early intervention



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

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

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

City-Wide Services Manager

29

innovation and early intervention

January to end
of March 21

**Bon Accord Care
Rehabilitation
admission:**
43

**Frailty pathway
admission:**
143



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

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

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

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

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

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

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



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


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

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

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

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

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




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

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

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

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

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



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

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

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

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

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

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

Unaudited Accounts

Turnover

		2020/21		
		Unaudited Accounts £000's	Budget £000's	Var £000's
Aberdeen City Council Contract		30,304	30,304	0
Other Incomes		3520	1387	2133
Total Turnover		33,824	31,619	2133
Operational Costs				
Staff Costs	Payroll	(21,835)	(23,679)	1,844
	Pool	(4,168)	(2,222)	(1,946)
	Agency	(902)	(620)	(282)
	Other Staff Costs	(430)	(141)	(289)
Total Staff Costs		(27,335)	(26,662)	(673)
Premises	Lease & License	(1,247)	(1,232)	(15)
	Premises Costs	(944)	(634)	(310)
Administration		(597)	(642)	45
Transport		(182)	(183)	1
Supplies & Services		(2,747)	(1958)	(789)
Commissioned Services		(205)	(206)	1
Total Operational Costs		(33,257)	(31,517)	(1,740)
EBITDA		567	174	393
Interest Receivable		7	30	(23)
Depreciation		(499)	(204)	(295)
Corporation Tax		2	0	2
Surplus Against ACC Contract		77	0	77
Statutory Accounts: Pension Adjustment				
NESPF: FRS 102 decrease in pension deficit		12,404		
Unaudited Financial Result		12,481		

Variance - (Adverse) / Favourable

Consolidated Profit & Loss Accounts for 2020/21

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



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

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

