

ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Bon Accord Care
REPORT COMPLETED BY:	Pamela Mackenzie, Managing Director
DATE:	September 2022

SECTION 1 - Outcomes and outputs

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

I am delighted to be introducing the BAC Annual Report 21/22. I feel extremely privileged to have been appointed as Managing Director in August 21.

I have nothing but the utmost admiration for the dedication and commitment of our staff. Their passion and drive to do the very best for the people we support is evident. We recognise that these last two years have brought incredible pressures on our staff, the people we support and their families.

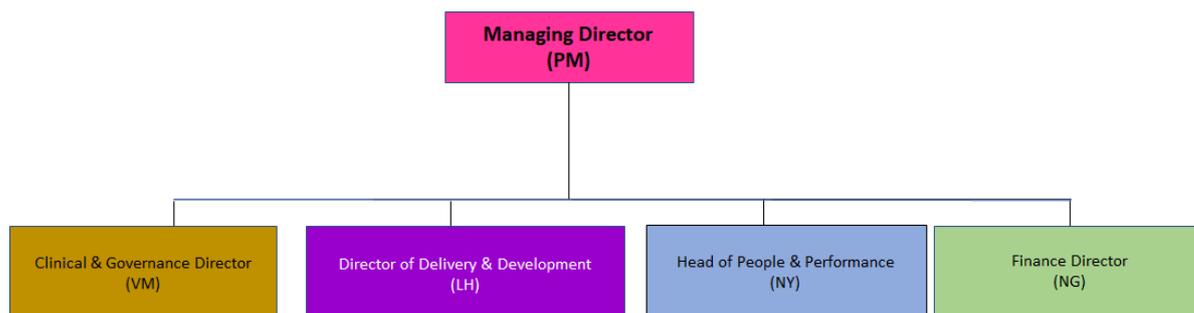
Throughout this report we will take the opportunity to showcase and celebrate the diversity of services we provide and our achievements throughout this year.

The Bon Accord Care Board and I have given a commitment to the organisation to support a positive, vibrant and inclusive culture where staff can feel valued and engaged as part of an exciting forward thinking organisation.

Whilst acknowledging the current challenges for Bon Accord Care and the wider Health and Social Care sector, I remain optimistic that there are great opportunities to grow and develop as a key partner and expert provider in the delivery of services across the city. We have worked closely with ACC and AHSCP to develop innovative solutions to flow and demand across the city, including the exciting intermediate care facility at Rosewell House, the newly commissioned intermediate Care at Home service and the increased capacity of our reablement model.

In preparation for the development of our new strategic plan, we have been working on our governance and performance management arrangements which will provide robust oversight and assurance that we continue to provide the highest quality of care to the people we support and operate efficiently and effectively demonstrating value for money for our commissioners.

In addition, a full restructure of the Executive team (see organigram below) has further strengthened the skills and knowledge within the organisation to ensure we have the ability to respond to future demands. I look forward in the coming year to working collaboratively with key stakeholders to support innovative design and development of services that truly reflect the wishes and needs of the citizens of Aberdeen.



We have completed a full overview of our Governance arrangements including the development of a corporate governance handbook and refreshed Terms of Reference for our full Board.

In addition to this we have reviewed our committee structures to further strengthen our Governance and assurance, including the formation of a new Peoples Governance committee. The purpose of these committees are demonstrated below.

Audit and Assurance Committee

The Audit and Assurance Committee has the following overall responsibilities and duties:

- To approve the annual financial reports for BAC and BASS
- Internal controls and governance arrangements
- Internal audit and external audit process
- To assure and monitor-the strategic processes for organisational risk are adequately controlled
- To provide assurances relating to corporate governance for the organisation
- To protect the shareholders' interests in relation to financial reporting and control
- To oversee and assure projects on behalf of the Board

People Governance Committee

The duties of the People Governance Committee across areas such as **Strategy, Performance, Policies, Health, Wellbeing and Safety include:**

- Provide strategic direction for the development of robust people governance within Bon Accord Care and oversee its implementation through the development and implementation of a workforce Strategy.
- Develop and promote the vision, values, and the desired workplace and people cultures across Bon Accord Care.
- Provide assurance that the development of workforce training, learning and development is in line with the evolving and future needs of Bon Accord Care.
- Scrutinise the development, deployment, and review of Equality, Diversity, and Inclusion reporting, and provide assurance on their robustness.
- Provide assurance that effective systems are in place for monitoring the health, safety, and wellbeing of employees, with particular focus on violence and aggression issues and stress management.
- Scrutinise Health and Safety in the context of health and well-being of employees
- Provide assurance that there are effective communications in place using a range of channels to ensure maximum engagement with people at all levels and across all locations of Bon Accord Care.
- Provide assurance on effective systems are in place for the development of positive employee relationships, including with recognised Tus and Staff Forum.
- Scrutinise the development, deployment and review of the whistleblowing policies and provide assurance on their robustness.

Care Clinical Care and Professional Governance Committee (CCPG)

The duties of the Clinical, Care and Professional Governance Committee, across areas such as **Quality of care, outcomes of care and strategic direction**, include:

- Provide assurance that effective processes are in place for safeguarding children and young people, safeguarding vulnerable adults, domestic violence, forced marriage and the PREVENT agenda.
- Provide assurance that there is an effective system for monitoring personal outcomes and clinical effectiveness; with particular focus on ensuring people, we support, and carers receive the best possible outcomes of care across the full range of Bon Accord Care activities.
- Provide strategic direction for development of clinical and care governance within Bon Accord Care and to oversee its implementation.

- Review and ensure that lessons are learned and implemented across the organisation from a range of relevant sources including people we support feedback, surveys, trends, service reviews, compliments, and complaints.

As part of our improvement journey, we have reviewed both our external and internal auditors, with the appointment of Anderson Anderson and Brown LLP as External Auditors and Henderson Loggie LLP as Internal Auditors, and have developed a full internal audit programme for the coming year which includes care quality standards/complaints, staff recruitment/retention and absences, key financial controls and payroll.

We have concentrated our efforts on the three pillars of our organisation, those being Quality, Finance and People.

Our vision is to deliver excellent care to the people we care for, and will continue to look at ways to develop and improve the care we offer. The people who use our services must be at the heart of everything we do.

This year we have worked hard to improve the services for those who use them and those who care for them. We continue to embed robust clinical governance structures, including a core Clinical audit programme. Working groups have been established on key areas of Clinical Risk; Falls Prevention, medication management and stress, and distress in order to embed best practice and shared learning. We have introduced Quality assurance groups across services, to demonstrate continuous and measurable improvement of the quality of services provided, through review of governance, performance and internal control systems supporting the delivery of safe high-quality person-centred care. We will be taking appropriate actions to improve data quality through increased awareness of the importance of recording, and implementation of integrated quality and improvement reporting.

Following from last year's cultural review, we have developed our People Governance Committee and employed a Head of People and Performance to ensure our employee experience is a positive one.

We have engaged with our workforce to ensure that employees are involved in continuous improvement and through our supportive processes, we are able give voice to our employees through one to one and supporting performance meetings, and team meetings where ideas and knowledge are shared. In the past 12 months, we have worked closely with our staff to understand what's important to them and as a result have developed a 'Plan on a Page' illustrating our commitment to continuously drive a supportive culture, where staff feel able to learn and develop to be the best that they can be and deliver high quality services.



In addition to this we have just commissioned an external organisation, Animate, to support the review and development of our new Vision and Values and a Behavioural framework to underpin the development of our strategy and three-year delivery plan which will be developed by March 2023.

Throughout the year we have continued to receive recognition by increasing our Armed Forces Covenant to Silver Level and are the only provider in Scotland to have achieved the Quality Standards Framework accreditation for our telecare service and our Joint Equipment stores and responders. In addition we have maintained accreditation for:

- Mindful Employer Award
- Healthy Working Lives Gold award

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

Whilst this year has remained challenging we have fulfilled our contract against both operational contract and financial KPIs.

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

Performance indicators:

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

Please complete all boxes

INDICATOR		TARGET 21-22	ACHIEVED 21-22
Financial Savings		£0.9m	£0.9m
<p>Compliments versus Complaints (April 2021-September 2022)</p> <p>Complaints are handled in line with company procedure which is aligned to the Scottish Public Ombudsman Service (SPSO) complaint handling best practice. All feedback is welcomed and is received direct from service users and their families and from third parties, Care Management, MP/MSP and Councillors and the Care Inspectorate.</p> <p>Compliments –Total 215, a slight decrease in previous year with highest received in October 2021 and June 2022 with the majority pertaining to Provision of Care of the service users and from their families wishing to thank us for support given across various areas of the business.</p> <p>Formally investigated complaints in comparison to compliments received still remain relatively low in relation to the number of service users supported. 28 in total for the period (April 21-22 is 16, April 22-September 22 is 12) which is lower than last year. There was an increase in the number of upheld complaints linked to provision of care which could be attributed to the challenges faced by recruitment and retention of staff.</p> <p>Complaints received directly to BAC: 4 Not Upheld, 4 Partially Upheld* and 20 upheld.</p> <p>Complaints received through the Care Inspectorate: (4) 1 Partially Upheld and 3 Upheld.</p> <p>*The SPSO has removed partially upheld from best practice with effect from 01/04/2021. (Where recent complaints have several complaint points that are both found to be upheld and not upheld, we have logged overall as ‘Partially upheld’ on our own records only. This change will be reflected in the current policy review of the complaints process)</p>		N/A	<p style="text-align: center;">215 Compliments Versus 28 Complaints</p>
Mandatory training for all staff		85%	91%
Delayed discharge – tenants will be home within 24 hours of being classed as fit for discharge		100%	97%
There were reduced inspections over the timeframe with CI concentrating on COVID response within the care homes in 2020 and beginning of 2021. This continued into 2021-2022. This was in		Maintain grades and	Average Grade 4.1

<p>conjunction with Care Home Assurance visits carried out by ACHSCP. There is an uptake in CI inspections recently and expect service to resume to regular inspection again.</p> <p>Care Inspectorate Grades – residential services. Balnagask House was inspected in April 2022 @ Grade 3, Kingswells was Inspected in May 2022 @Grade 3. CAH 3 was inspected in November 2021 @ grade 2- this was reinspected in January 2022 and awarded Grade 3.</p> <p>Care Inspectorate Grades – Alternative care and short breaks. Clashieknowe received Grade 5 in July 2022</p> <p>Care Inspectorate Grades – non-residential services / Responder – no inspections in timeframe.</p>		inspire to Grade 5	
Telecare and community alarm – response to high priority referrals within two working days		90%	100%
Telecare and community alarm – response to medium term referrals within five working days		90%	100%
<p>Joint Community Equipment Store</p> <p>Deliveries have been made within 1 day of order, ensuring people are receiving their equipment more quickly</p>		N/A	37% increase in deliveries made

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

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

Please provide a summary of particular successes or case studies:

Northern Star Business Awards

The continued work with our young people, has been recognised externally for the second year running Bon Accord Care was shortlisted for the Inspiring Futures Award at the Aberdeen and Grampian Chamber of Commerce Northern Star Business Awards, which is something we are extremely proud of, having been recognised and shortlisted for our successful partnership working with St Machar Academy through the Foundation Apprenticeships in Social Services and Healthcare, and for all the positive experiences and opportunities Bon Accord Care provides for young people across the city.

Investors in Young People

Following a review in January of our Investors in Young People (IYYP) award progress, we have progressed to Silver Level. Despite a really challenging two years this achievement is a testament to all the hard work, in particular of our Young Person Lead and all the services across Bon Accord Care that help to make the workplace experience for our young employees a positive one.

The following areas in our report were highlighted as areas to be particularly proud of -

“Relationships have developed with other agencies...further supporting Young People to gain employment... focus has turned to those with significant barriers to work, and relationships have also developed with organisations including Barnardo’s and North-East Sensory Services (NESS).”

“Young People thrive in Bon Accord Care. These are highly engaged and motivated young professionals who enjoy their jobs. They each realise the valuable role they play, and they are driven to perform to their best.”

“Bon Accord Care has been supporting the Career Ready project. Through this and the various other interactions with pupils, Young People have been helped to gain skills that will support their employability prospects.”

Supporting other organisations

From time to time, Bon Accord Care provides support to other organisations, when requested by the Health and Social Care Partnership and on Christmas Eve 2021, we received a request for assistance - to be provided to a Care Home in the midst of a Covid outbreak, which had resulted in most of their senior management team being unable to attend work. We were able to provide an experienced manager to work alongside the care home assurance nurses, who attended the service, assessed the situation, and provided on-site leadership support to the team. The team were then able to implement immediate measures, including increased infection prevention and control practices to help manage the outbreak. Bon Accord Care also arranged for experienced care staff to work within the home to support safe staffing numbers and continued to provide remote management and leadership support throughout the festive period. Through this collaborative working, the care home was able to ensure their residents were still able to receive the care and support they needed over Christmas.

Care at Home

Ditya’s story

Ditya returned to Aberdeen last year, following 18 months in Nepal during lockdown. Staff were keen to review Ditya’s support plan as soon as possible, however with nobody within the organisation from the Nepalese community who could support with translation, this was proving difficult. Staff contacted ‘Grampian Racial Equality Council’ who put Ditya in touch with a member of the Nepalese community who was able to support Ditya to be fully involved in her review. Through this collaboration, other contacts from the Nepalese community have been identified by Ditya so we can have discussions with her and ensure she is fully involved in the support she receives from Bon Accord Care.

Supporting Independence through Technology and Equipment

Community Equipment and Telecare Service

Ongoing pressures on our colleagues within the acute sector have had a ripple effect on the wider community, and many of the requests to deliver equipment in emergency situations were to prevent hospital admission or facilitate discharge. Our Equipment and Telecare Services have continued to respond quickly and effectively to a huge increase in demand across the city, whilst working to support other services within Bon Accord Care, particularly the care homes. Below is just some of the feedback received about these services -

“Just want to pass on a huge thank you from the man who received a bariatric riser recliner. He has spoken very highly of all the guys who have come in to help him – said they were very helpful, kind and knowledgeable.”

“Just wanted to say thank you on behalf of the District Nurses to the equipment boys for helping us with an emergency bed delivery just before Christmas. This helped us allow a dying patient to remain at home which gave him and his family some comfort. It made our nursing role much easier too in a crisis,”

“I would like to thank you and all your team for the delivery of a hospital bed for a palliative patient who had deteriorated very suddenly. I am aware that you had already taken on other urgent deliveries and at that the

time of the request you had no capacity for other requests. I am also aware that your member of staff had kindly offered to work late in order that this very ill, end of life patient could be comfortable over the weekend. The staff are truly grateful for your dedication to patient care.”

Over the coming two years, the Telecare team will be working towards the shift to Digital and this transition period will see all service users upgraded to a new digital alarm unit, which will bring many opportunities to provide enhanced services which are tailored to meet individuals' needs. The digital switchover will also bring a once in a generation opportunity to modernise, improve and shift the sector from a reactive, to proactive delivery model.

Occupational Therapy (OT) and Reablement Facilitators (RF)

Our OTs assist individuals and their carers to live safely and independently within the community and provide interventions which improve their overall health and well-being, so they are able to meet their personal goals, here are just some of those stories –

Gordon's story

Gentleman who initially flagged up on the system due to being discharged from hospital out with “manned times within the building”. Upon further assessment it was discovered that due to being extremely tall a mattress extender and a pressure relieving cushion for bed end was required. Through conversation it was identified that the gentleman had a fear of falling from his bed. A bariatric bed was ordered not due to weight, but due to height and through multidisciplinary team working this was achieved and agreed. It is very unusual for a service user to receive bariatric equipment if they do not meet the “weight criteria.” This are now in place and he is delighted with how comfy his new bed and equipment is and how more relaxed he feels within his larger bed.

Robert's story

Robert is a single parent to two teenage children and lives with diabetes and stage four kidney disease, regularly attending outpatient dialysis. He does not use a walking aid but is extremely fatigued which limits his general ability to mobilise within his home. Outside of his home, for longer distances, he uses a wheelchair. Robert was using a commode downstairs to limit the number of times he needed to use the stairs to access his upstairs toilet, which his children emptied causing him embarrassment and distress. On occasion, Robert also slept on a chair downstairs to avoid using the stairs to get to his bedroom.

Following assessment, a stair lift was installed with additional grab rails to support him with the final two steps from the platform where the stair lift ended. Robert can now access the upper floor of his home and no longer has to use a commode. The provision of the stair lift has allowed him greater independence, dignity, has improved his general wellbeing, and has removed the need for his children to assist with his personal care. The adaptations have also given him greater independence as a parent, and he is less fatigued when carrying out household and other tasks.

Delivering Support with an Enablement Ethos

Clashieknowe

Through a small staff team Clashieknowe provides an enablement model of support, building trusting relationships to help to facilitate successful rehabilitation.

June was admitted to Clashieknowe from Hospital following a fall which resulted in a tibial fracture. She also had a recent diagnosis of macular degeneration, which was affecting her function and confidence, and an indwelling catheter was also in place. June was partially weight bearing and required further rehabilitation to improve function and compensation strategies for her sight problems.

Upon admission June required significant support with medication and support visits, four times a day. Working with OTs, the Physiotherapy Team and Enablement Support Workers, her mobility and health improved to the point that June could mobilise within her flat.

June's family were involved at every stage and helped staff to build a picture about June's history and her previous function and psychological presentation. June described herself as a previously social person getting on well with others and staff encouraged her to discuss this with her family and GP. With the right support, June's mood began to improve, she gained confidence and became independent in activities of daily living. Continual urinary tract infections were also seen to have an impact on June's mental health and staff liaised with her family and district nurses to have the indwelling catheter removed. This was achieved successfully and a commode to promote independent toileting at night was introduced. June's support was regularly reviewed, throughout her stay and she now requires minimal support with medication and was even able to order her own repeat prescriptions in preparation for going home.

A discharge review was carried out and June's support was reviewed after a few weeks, which found June able to successfully maintain her independence at home in all areas.

Helena's Story

Helena was diagnosed with Metastatic Rectal Cancer and was receiving palliative care, but she had one milestone she wanted to be able to achieve, which was to watch her son graduate.

Helena's limited function and mobility, as well as some ongoing Covid restrictions, meant that she would be unable to attend the ceremony in person, but with the provision of a 'comfort chair' and use of technology, our Support Staff were able to support Helena to get out of bed and engage with her family and friends throughout the graduation celebrations. Helena's family were so grateful to have had this support which enabled her to feel included in the celebrations, and to feel some sense of "normality".

Davie's story

Davie moved into one of Aberdeen's very sheltered housing complexes - Kingswood Court - which is staffed by Bon Accord Care, in 2021. Upon moving in staff were having to use a full body hoist to move him and Davie had been told that he'd 'never walk again'. Davie really wanted to improve his function and independence and with the support of staff engaged in lower limb strengthening exercises. Gradually Davie has been able to progress to a stand aid, and with further input led by Davie's needs and wishes, alongside in-house rehab, Davie is now mobilising with a Zimmer frame within his property. As he gains more and more confidence and ability, it is hoped that staff will be able to support Davie to be able to make it to the dining room for meals. The impact of this support has had a huge impact on Davie's life!

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

This year has presented multiple challenges which have posed significant operational, capacity and wellbeing issues for the organisation. In addition to the continued impacts of Covid, macro-economic challenges have arisen which has seen the organisation having to contend with both inflationary pressures and supply chain issues. These challenges have not only affected our organisation but have also had a considerable impact upon both our staff and the people we support. These burdens, first with the Covid pandemic and then the cost-of-living crises, have resulted in a prolonged period of burden and stress for our services, our staff and also for the people we support.

Bon Accord Care is an integral part of delivering Health and Social Care across the city and we have worked closely with AHSCP and ACC to ensure we have offered solutions and are responsive to the needs across the city in accordance with National Guidance. Covid is now a part of our business-as-usual activities and we continue to

embrace the new ways of working that have arisen as a result of the pandemic. The reduction in Covid restrictions has been welcomed by families with a return to traditional visiting which along with a return of our organised activities has created a real atmosphere across our services.

We have continued to maintain our infection control measures alongside our increased cleaning regimes. Any Covid outbreaks have been locally maintained and wherever possible have not affected activities. The removal of Covid funding however continues to create a financial burden upon the organisation, increased regulation, PPE and cleaning costs have not been offset by additional levels of funding. The reclaims of covid costs has, at times, been challenging and has placed a huge administrative burden across front line and support function teams.

Our well-being team have been instrumental in supporting well-being and resilience for our at times exhausted and stressed staff. Overall levels of sickness have been high throughout the period in review and our well-being team have assisted both our staff and services in supporting staff to return to work. Our staff have been working under extreme pressure for around two and a half years now, but we are seeing strong resilience amongst our dedicated staff.

Our most significant and ongoing challenge to BAC, and the wider Health and Social Care sector, is the recruitment and retention of qualified and competent staff. These recruitment challenges have been exacerbated by the cost of living crisis which has seen staff/potential staff chase higher paying roles in different sectors. We continue to work closely with AHSCP, educational institutions and other provider organisations to recruit staff. We continue to place an importance on developing our own workforce through our young peoples workforce and our learning and development function.

ACC Strategies and Action Plan Priorities:

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

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

As mentioned earlier BAC will be reviewing our strategy and three year delivery plan working closely to align our priorities with those identified in the AHSCP strategic plan.

In addition, there will be a full review of our SLA to reflect our new and future service models.

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

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

In August 2021 Bon Accord Care launched a brand new 60 bedded integrated care facility, working in partnership with Aberdeen City Health and Social Care Partnership to deliver person-centred care with a reablement focus. The main admission routes for Rosewell House are through the Frailty or Rehabilitation pathways.

In the last year, significant work has taken place to realise this integrated care vision and develop our integrated team model, with each organisation building on strengths and learning from each other's experience. Care in Rosewell is provided to aid recovery as a 'step-down' service following hospital discharge from Aberdeen Royal Infirmary, and through partnership working we have now also developed a new 'step-up' pathway into rehabilitation. This pathway is led by therapy teams and Bon Accord Care's Reablement Facilitators (RFs) and will

enable us to shift the balance to step-up care that can help avoid unnecessary hospital admissions, providing people with the right care, at the right, in the right place.

Rosewell House recently had its first review and the feedback from stakeholders was positive, recognising the work and progress made, whilst highlighting some insightful suggested areas of work for the year ahead.

These are just some of the comments we received from service users and families –

“They were friendly, and it felt like they cared.”

“Very patient and considerate of patient needs.”

“She was never left alone when the family couldn’t be there, and they were so supportive of all the family. They made a terrible time bearable and treated my mum with respect at all times. I can’t praise the carers enough for all that they did.”

In addition to this we have developed our Interim Care at Home Service, starting as a pilot to support our external partners throughout the Covid Pandemic, our Interim Care at Home Service, is now a permanent and integral service within the city. It expands the availability of temporary care packages to individuals in the community within their own homes, until a long-term care package can be sourced, and also provides palliative care to individuals who wish to remain at home to spend their final days surrounded by their memories and those they love, which is tremendously comforting for them and their families. Below are just two such examples of how this service has supported service users and their families -

“I will be forever grateful for the calm way you organised things after my partner passed away. I’m afraid I ended up at a loss, saved by your professional approach.”

“I should like to take this opportunity to express my sincere thanks to you and to all the carers who looked after me for the past couple of months. They have all been helpful, efficient, kind, and cheerful and have been a great credit to the service. Now that I am mobile again I can no longer justify seeing them when you have so many more needy people on your books. However, if I happen to require help at some future date, I hope you will kindly consider my request. In the meantime, I send my sincere thanks and best wishes to you all.”

Local Priorities:

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

We work hard to ensure the people we support remain connected to their communities, to help maintain independence and social connections, whether it be across the local community, or within the setting in which they are supported, including care homes, sheltered and very sheltered housing, or day services. Below are just a few examples of this.

Intergenerational work has started alongside Airyhall Primary School with some lovely pen pal letters being sent in. Staff have been working with service users to establish these relationships and respond with letters and pictures. The local Brownies also visited Craigeielea and tenants enjoyed an evening of sing song with them.

Staff at Kingswood Court have worked alongside the local pharmacy to establish a process which supports ordering and delivery of medications for tenants. Staff Medication Champions were established who met with service users, families, and carers to discuss the benefits of pharmacy alignment, which has provided these staff with opportunity for professional development. This has also connected tenants with the local pharmacy and

made it possible for them and their loved ones to access medication more easily, without the worry of running out.

Links have been made with the Duthie Park Rangers, who have given talks on how Duthie Park has changed through the years across some of our services. Through this, Denmore Court was presented with an opportunity to improve their garden space and a number of trees were donated for them to plant in celebration of the Platinum Jubilee.

The Covid pandemic and resulting restrictions, meant there was very little opportunity for service users and tenants to engage in activities, which really impacted socialisation and increased loneliness, and the consensus from all was that the reintroduction of activities across sites, including very sheltered housing, would be most welcome. Tenants across sites were invited to attend a meeting to discuss the kind of activities they would like to see introduced and questionnaires were sent out to allow all service users to engage. A service user led timetable was developed and displayed in each of the buildings, and staff have been allocated time to support service users to attend these activities and continue to build further community links across the city.

Cath's Story

Cath lives in a sheltered housing complex, where staff noticed she had remained very isolated, since the Covid-19 Pandemic. With communal spaces beginning to open up, Cath was encouraged by staff to visit the common room, where a 'therapet' had been arranged for tenants. Cath attended the activity and joined her friends and neighbours to meet the friendly and gentle golden retriever. She thoroughly enjoyed the company and having been a dog owner throughout her life, she really appreciated having the opportunity to see the dog. Since then, Cath has felt confident enough to socialise with her friends and neighbours more regularly in the common room.



Bon Accord Care is strategically aligned and actively involved in the Local Outcome Improvement Plan.

Our new Head of Delivery & Development is now an active member of the Strategic Planning Group

The reablement facilitators continue to work closely with BAC staff and service users to ensure that we are maintaining and enabling service user independence. They along with our Occupational Therapy service and Joint Equipment Store are ensuring that as many Aberdeen City residents as possible are able to remain safely and as independent as possible in their own homes. We have been instrumental in the roll out of risk assessed care and training.

We have recently been working in partnership with Sports Aberdeen, and AHSCP on a Falls prevention programme across the city, called Stand Up to Falls, which has involved a series of initiatives from footcare, equipment and aids, supporting a safe environment and general health and wellbeing.

Bon Accord Care (Young Workforce Team) are working in partnership with ABZ Campus. This is the Aberdeen City Council approach to schools working together to have a common timetable structure which allow schools to work with partners to run courses. Our Young Workforce lead has been involved in the strategic group for Foundation

Apprenticeships. The group remit is to explore how all frameworks can be delivered across the city and increase the delivery model of Social Services and Healthcare by Bon Accord Care. The Foundation Apprenticeships are the classroom to career pipeline into our Modern Apprenticeships and we are committed to increasing opportunities for young people across the city.

ABZ works have commented 'the courses Bon Accord Care deliver have added so much value to our schools and are a big part of our ABZ vision moving forward.

BAC are an active member of the Joint Programme Board for the switch over from Analogue to Digital which is running over the next two years

Education:

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

Learning and Development

At Bon Accord Care we are committed to upskilling and developing our employees to meet their full potential and all staff, as a minimum receive ongoing training appropriate to their role requirements. Throughout the year the Learning & Development team has been at the forefront of developing new and innovative ways of training and supporting staff to meet the ever-changing needs of the social care landscape.

MAYBO Training

Following an increase in incident reports related to aggression and challenging behaviours the MAYBO programme, accredited through BILD (UK Positive Behaviour Standard) was identified as the most appropriate framework to further develop and enhance the skills of staff. MAYBO applies a rigorous evidence base, broad expertise, and long-standing experience to find and enable both short and long-term solutions that bring about lasting change for service users who exhibit behaviours that challenge. This year, a service specific rollout plan has been introduced, with staff and coaches being upskilled in engaging, outcome focused training programmes designed around the needs of the service users and the services being provided.

Bon Accord Care Learning Hub

In January 2021 Bon Accord Care's newly developed Learning Management System, the digital **Learning Hub** was launched across the organisation. Since its conception, the website has now grown to include over 28 different eLearning courses, as well as hosting a large and diverse range of resources, links and subject specific material, the bulk of which has been provided by Bon Accord Care. This online platform provides individual staff, managers and senior management with a live, one-stop portal to book and access eLearning and face to face training. This online Learning Hub also offers unprecedented data and trend analysis into individual staff and service training compliance and requirements, with specific attention on Category 1 Safe & Legal training. In parallel with the digital learning hub, the new Learning Hub building fully opened in early 2021 and has become the focal point for both internal and external staff development and training. As well as the hosting of a full calendar of training events 5 days a week. The Learning Hub has also seen an expansion in its use for other functions including face fit testing clinics, Adult Learning IT sessions and the re-introduction of face to face, Blue Badge assessment clinics.

L&D - Short Course Partnership with Robert Gordon university

Over the last 12 months, Learning & Development have worked in partnership with Robert Gordon University (RGU) to develop a series of fully funded, short courses for staff working in the Health & Social Care sector. These professional courses will provide staff with the very latest key learning and knowledge in specific health and social care subjects.

L&D - Scottish Vocational Qualifications

Bon Accord Care has been a Scottish Qualifications Authority (SQA) approved centre since 2014. During 2021, Bon Accord Care became the first and only accredited SVQ centre in Scotland to offer the new Professional Development Award in Technology (PDA TEC). As well as supporting our own internal staff to complete this award, many external candidates across Scotland from NHS Education Scotland, local authorities and other care providers are working with our SVQ Centre to complete their award.

This year, L&D also gained approval from the SQA to deliver the SVQ Cookery qualification. This SVQ Award will provide current and future cooks with a role-specific qualification, while enabling Learning & Development to

expand the organisation's Modern Apprenticeship framework, helping to engage, inspire and recruit young people who are interested in undertaking cooking as a career option.

During 2021 one of our L&D employees successfully completed the Level 4 Award in Learning & Development which means the Learning & Development team can now seek approval from the SQA to offer the L&D awards at levels 2, 3 and 4.

The Bon Accord Care L&D team, in partnership with Aberdeen Health and Social Care Partnership, Quarriers and Barnardo's are delivering twelve fully funded SVQs to people with caring responsibilities. Supported by a dedicated SVQ team, the delivery of the award has been adapted to fit in with candidate's caring and family responsibilities.

As an organisation, we also want to help our employees grow and develop in other areas like interpersonal and leadership skills. The L&D Team has recently carried out a 'development needs analyses to find out what additional skills and knowledge our staff need, with a view to 'future planning' the organisation and developing our future leaders. Through targeted bespoke training for individual services, we have supported and developed teams' knowledge and understanding of the changing landscape of person led, responsive, care and support.

Developing the Young Workforce

To develop their business skills, while supporting their wellbeing and engagement, all our "under 25" staff have the opportunity to meet monthly and actively participate in peer workshops. Our young workforce mentors are being offered training workshops, in areas such as self-harm awareness, coaching, mentoring and courageous conversations, to increase their skills and confidence in supporting the young people in the workplace.

In addition, Bon Accord Care continues to provide sector leading opportunities for young employees in the following ways:

Foundation Apprenticeships

The Foundation Apprenticeship is now recognised as a Higher at Level A for further education or University applications and the second year of this programme is nearing completion, with 20 senior pupils from St Machar Academy aiming to achieve their Foundation Apprenticeship in Social Services and Healthcare. This qualification has been completed in partnership with Skills Development Scotland and St Machar Academy.

Young people have had the opportunity to learn about the theory involved in healthcare and apply this knowledge into practical experience during the second year. The pupils have attended face to face placements in a range of Bon Accord Care services, putting the theory and knowledge learned in the classroom, into practice with service users.

The pupils have enjoyed building up person centred relationships with service users and in the final stages of their award, they designed activities for the service users to take part in. Young people are using these experiences to build their confidence and ensure that they have the right skills and values required for working in social care.

As part of Bon Accord Care's dynamic '**Classroom to Career Pipeline**', young people from our Foundation Apprenticeship programme have progressed to Modern Apprenticeships, College and University.

Modern Apprenticeships

Our Modern apprenticeship programme offers young people the opportunity to learn on the job gaining skills, experience and gain a qualification at SVQ level 2. Our continued approach to partnership working ensures we are promoting equality and diversity across the city by offering flexible contracts to our young people to remove all barriers to employment and support into positive destinations. This year the programme grew with 10 Modern Apprentices in Social Services and Healthcare and 1 in Business Administration.

Graduate Apprentices

Graduate Apprenticeships at Robert Gordon University are an innovative route to a degree qualification, blending academic study with work-based learning, supported by the employer. This Business Management qualification provides opportunities to develop in class and through online study of relevant theory with immediate application of practice through work-based learning activities. In partnership with Robert Gordon University, our first former Modern Apprentice has commenced their Graduate Apprenticeship award, further solidifying the '**Classroom to Career Pipeline**'.

School Engagement

To support our Foundation Apprenticeship pathway, our Young Workforce Lead visited three Aberdeen Academies, accompanied by a current Modern Apprentice to talk about the values needed to work in Social Care, what career opportunities are available to young people and engage with pupils interested in a career in care.

Career Ready

Bon Accord Care has committed to five Summer Internships for 2021/2022 pupils and look forward to welcoming these young people into the organisation. Young people will gain skills and knowledge on the expectations of employers and how these fits in with their career next steps and discussions are now underway to design their summer internships which will take place for 4 weeks during the summer break.

Building our future workforce

Student placements

In partnership with Robert Gordon University (RGU), Bon Accord Care has continued to support placements for Social Work, OT, and Nursing students providing them with hands-on experience of working in a busy social care environment and playing an active part in practice learning.

Placements have included those within a care at home setting, where students have been supported and mentored to complete clinical placements, by our professionally qualified staff and have had the opportunity to experience first-hand, working and navigating the additional challenges placed on the health and social care sector due to Covid-19. Students also have opportunities to engage with multi-disciplinary teams, service users, and the wider health & social care partnership organisations and experience the many different roles that our teams work with and has highlighted to the opportunities available to them upon graduation. One student said, *"I've definitely learned a lot in the past 16 weeks, particularly about enablement; I'm sure this is something that I will continue to put into practice."*

Supporting a change of career – Adrianna's story

Adrianna had worked for years in the old and gas sector but was attracted to the idea of health and social care. She decided to come along to and interview for a Relief Support Worker role and was open and honest about how she felt somewhat daunted by such a career change. Our staff were impressed with Adrianna, and she was offered the post.

Upon starting with us, Adrianna carried out training and was offered full support in the teams she was placed with initially to complete induction or 'shadow' shifts, and feedback questionnaires were provided to the services and to Adrianna so that any early uncertainties or training needs could be identified and fed back to recruiting staff. Through this process and our teams working together, Adrianna is now a skilled and happy employee who loves working for Bon Accord Care in one of our most complex services, in which she is thriving.

Employment

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

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

Due to the Covid restrictions, the use of volunteers has diminished, however, as part of our People's strategy we will be reviewing our volunteer policy over the next twelve months.

SECTION 2 – Users, Audiences, Participants and Investment

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

Participants	Target	Total 2019-20
Total number of participatory opportunities created throughout programme		
Number of participatory opportunities targeted for priority groups		
Young People under 16		
Young People 16-25		
Older People (65+)		

Disability (mental health physical, sensory (e.g., BSL users) and carers of disabled people)		
Ethnic minority communities including Gypsy/ Travellers		
Sexual orientation (LGBTQ)		
Residents of regeneration areas within Aberdeen City		
Other (please specify)		

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

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

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

Income 2021-2022	Total £
Value of Grant(s) from Aberdeen City Council	GBP 30,424,000
External Grant funding	
Sponsorship	
Trading income	
Other (please specify)	
Total add income	

Section 3 – Support Material

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

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

Support Material 1:	 Fergus House Supportive Visit 28.0
Support Material 2:	 BAC and BASS Audit Results Report 2022

Support Material 3:	 DRAFT Annual Plan 2022~23 (003).pdf
Support Material 4:	 Fergus House Supportive Visit 28.0
Support Material 5:	

Section 4- Declaration on use of information

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

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

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

<p>To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.</p>	
<p>Name: Pamela Mackenzie</p> <p>Date: 28 September 2022</p>	