



Annual Impact Report 2021-22



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Chair's Welcome



I am delighted to be able to contribute to this year's Annual Impact Report. I want to begin my remarks by paying tribute to all the staff who have worked under difficult circumstances during the last year. Coronavirus has for a second year added a challenging complexity to the services Bon Accord Care staff provide. On behalf of the Board, I wish to express our sincere thanks for all you have done. Our new Managing Director has already made some significant changes to her senior team to help support improvement in every aspect of what Bon Accord Care does.

One of the most pressing issues has been to ensure that the culture within the organisation is one staff would recognise as supportive and service users would view as seeking to deliver the highest standards of care. The Board's role is to ensure effective oversight of staff wellbeing and the standards of care Bon Accord Care provides.

As part of this oversight all of the Board members have visited Bon Accord Care premises, spoken with staff and residents and been able to feedback on these visits.

Although there will be further challenges ahead, we can look forward to the next year which will see a new Bon Accord Care strategy developed. This strategy will seek to align with the Aberdeen City Health & Social Care Partnership (ACHSCP) strategy and the Aberdeen City Local Outcome Improvement Plan. We will seek views from a range of interested parties in the consultation of the strategic plan, none more so than staff and service users.

I conclude by repeating my admiration for the unstinting manner in which you have all gone about your business in the last year. We owe you all a debt of gratitude.

Peter Murray

Managing Director's Welcome



I am thrilled to be introducing the Bon Accord Care Annual Impact Report 2021/2022. I feel extremely privileged to have been appointed as Managing Director in August 2021.

In my first year of appointment, 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.

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 has further strengthened the skills and knowledge within the organisation to ensure we have the ability to respond to future demands. I look forward 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. I hope you will find this report informative, inspiring, and reflective of our past year.

A handwritten signature in black ink that reads "Pamela Mackenzie".

Pamela Mackenzie

Who We Are

Bon Accord Care is a key provider of social care services for vulnerable people and their families with a range of needs living in Aberdeen City.

Our Structure

Bon Accord Care Ltd is an Arm's Length External Organisation (ALEO) of Aberdeen City Council and is comprised of two registered limited companies, Bon Accord Care and Bon Accord Support Services, collectively known as Bon Accord Care for operational purposes.

Bon Accord Care is a wholly owned subsidiary of Aberdeen City Council (ACC), its sole shareholder. Through its contract with ACC, Bon Accord Care provide a range of social care services within Aberdeen.

The Bon Accord Care Board comprises of

Mr Peter Murray	Chairperson
Mrs Rona King	Non-Executive Director
Mrs Fiona Francey	Non-Executive Director
Dr Khyber Alam	Non-Executive Director
Mrs Sue Ross	Non-Executive Director (resigned 25th June 2022)
Mrs Pamela Mackenzie	Managing Director, Bon Accord Care
Mr Neil Gauld	Finance Director, Bon Accord Care



Bon Accord Care works closely with the Aberdeen City Health and Social Care Partnership to help deliver their strategic objectives. Bon Accord Care also works collaboratively with other providers in the city to provide social care services.

Governance

Each Board member brings a wide range of skills, experience, and knowledge to Bon Accord Care. This includes Clinical, Financial and Technological skills, Human Resources, Organisational Development as well as Commercial expertise. Board members are in place for a three-year tenure. The Board meet four times a year, but also participate in an additional four development days throughout the year.

Recently, Bon Accord Care carried out a full review of their Corporate Governance and have set refreshed guidance and Terms of Reference for all Bon Accord Care's Committee's to ensure committees are run efficiently, consistently and are effective in their interactions with the Board and staff.

The committees are appraised annually and at each meeting, including Board level, members are asked to declare any conflicts of interest.



Board Committees

Audit and Assurance Committee (AAC)

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

- To approve the annual financial reports for Bon Accord Care and Bon Accord Support Services.
- 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 (PGC)

The People Governance Committee has the following overall responsibilities and duties:

- 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.
- Provide assurance that effective systems are in place for monitoring the health, safety, and wellbeing of employees, with particular focus on stress management and violence and aggression issues.
- Scrutinise the development, deployment, and review of Equality, Diversity, and Inclusion reporting, and provide assurance on their robustness.
- Scrutinise Health and Safety in the context of health and wellbeing 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 that effective systems are in place for the development of positive employee relationships, including recognised Tus and Staff Forum.
- Scrutinise the development, deployment and review of the whistleblowing policies and provide assurance on their robustness.

Board Committees

Clinical Care and Professional Governance Committee (CCPG)

The Clinical Care and Professional Governance Committee has the following overall responsibilities and duties:

- Provide assurance that effective processes are in place for safeguarding children, young people and 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 for 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.

* The PREVENT agenda is a safeguarding process aimed at raising awareness within communities and key partner organisations of radicalisation and extremism. The aim is to recognise vulnerability or changes in behaviour at an early stage and proactively support individuals to prevent them from becoming involved in any form of extremism.

Our Auditors

From April 2022, Bon Accord Care has appointed Anderson Anderson & Brown LLP as our External Auditors, alongside Henderson Loggie LLP as Internal Auditors.



Quality Improvement

Our vision is to deliver excellent care to the people we support, and we 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, by taking time to understand what is important to them, giving them choice and

control over their care. The experience of our service users must come first so we are committed to continuously improving the quality of our services through feedback from them.

- The experience of those using our services, ensuring they are treated with compassion, dignity, and respect, and that the services we deliver are person-centred by responding to people’s individual needs.
- The safety of people using our services, improving, and increasing the safety of our care and the services we provide.
- Clinical Effectiveness: making sure that care we provide achieves positive outcomes, optimises the quality of life for people we care for, and is based on best available evidence.

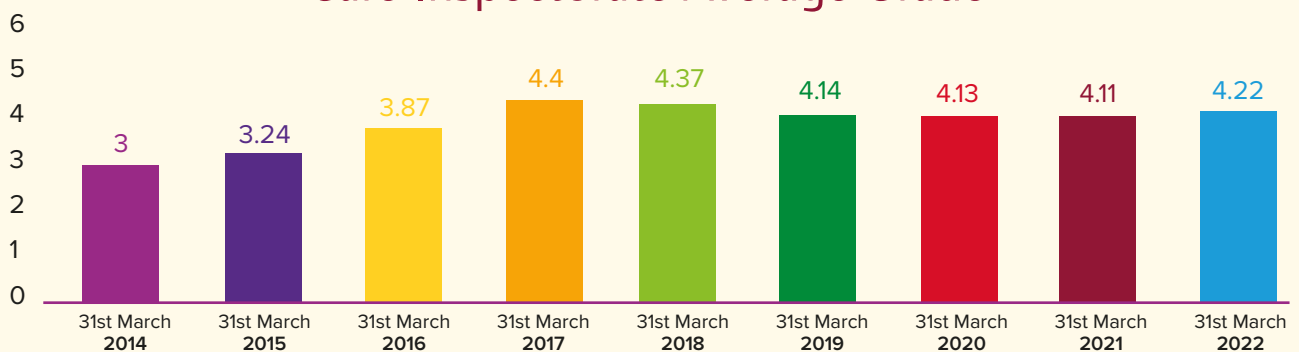
We believe if these things are as good as they can be, we will be delivering a high-quality service to the people we care for.

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 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 this review of governance, performance and internal control systems we are 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.

The Care Inspectorate is the scrutiny body which supports improvement by looking at the quality of care to ensure this meets the required standards.

Care Inspectorate Average Grade



Care Inspectorate grading system: 1 unsatisfactory, 2 weak, 3 adequate, 4 good, 5 very good, 6 excellent

Our Commitment

Our vision is 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.

We want to ensure our employee experience is a positive one, from day one of recruitment right through to the last day of work. We engage with our workforce to ensure that employees are involved in continuous improvement and through

our supportive processes, we are able to 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.



Our People

At Bon Accord Care we employ a committed workforce that works every day to improve the lives of those we support and embed a caring culture throughout the organisation. Over the last 12 months, our staff have worked extremely hard to continue delivering services to the most vulnerable, whilst navigating some of the most challenging of times for the Health and Social Care sector. We are extremely proud of our employees.



Wellbeing at Work

We recognise the importance of helping our staff look after their health and wellbeing at work. Our Wellbeing Team is dedicated to working proactively with our employees, and their managers, to help them stay well at work and to support an early return to work when absence occurs. Managing your health and wellbeing in work can, at times, be challenging, particularly when receiving a life-changing diagnosis and sometimes difficult decisions need to be made as a result of this.

Our Wellbeing Team are there to support staff and can help them access information which will guide them to an informed decision about their future. Wherever possible, Bon Accord Care supports staff to remain at work, but if this is no longer right for them, we will support them to make the transition out of the workplace as stress-free as possible.



These case studies illustrate some of the ways the team have supported staff colleagues during the year.

Support with Mental Health

The team frequently assist those employees struggling with their mental health. The past two years have been very challenging for health and social care staff.

Judy's story

Judy* had always coped well with her mental health but coming out of the pandemic made her feel less in control of her life. She was also hitting a milestone birthday and balancing work and the menopause, she felt less able to cope with life than usual.

Judy, who is very proactive in doing things to support herself, made a referral to the Wellbeing Team, who were able to help her access local menopause services and support groups. They also helped her to access a free mental health service offering support to cope with difficulties affecting personal focus and wellbeing in the workplace.

This support was invaluable for Judy at a difficult time and helped her to cope day to day at work with her mental health and menopause symptoms.



Support through milestone decisions

Mary's story

Mary* had many years of service behind her and following diagnosis of a debilitating medical condition she came to the decision that she was no longer able to remain at work. The Wellbeing Team supported her through the process of ill health retirement.

Mary said -

"It has been so reassuring knowing that I could phone you with any queries. Many of my phone

calls were emotional and you supported me with such empathy and kindness for which I am so grateful... I cannot thank you enough for all your support and patience throughout this difficult time especially during the Coronavirus restrictions when we were unable to have face to face meetings. The Bon Accord Care Wellbeing Team is an amazing resource for the company and until I needed it, I was quite unaware of the scope of its support. It is very much an asset for Bon Accord Care."

*Please note: Names have been changed for anonymity reasons

Wellbeing at Work - continued

Claire's story

Support to return to work

In January 2022, the Wellbeing Team received a referral for Claire*, who had recently been diagnosed with a neurological condition, affecting her day-to-day life and ability to work. Claire was off work due to her anxiety about how she would cope as a Support Worker, a job she loves, whilst living with her condition.

One of the team met with Claire to discuss her concerns and was able to sign post her to various support organisations providing information about her condition, as well as more practical support. They also made a referral to our own Occupational Therapy Service for a home and workplace assessment so that adaptations could be made to

support her in both settings. She also received several professional counselling sessions organised quickly by the team.

The service where Claire works was amazing and worked closely with the Wellbeing Team to develop an individual return to work plan, which really took on board her concerns about returning to work. This support was provided to Claire throughout her absence from work and after six weeks, she returned to work on a phased basis. Claire is still coming to terms with her condition, but the Wellbeing Team continues to support her and her manager to ensure that she can adapt to her condition and deal with her anxieties.

*Please note: Names have been changed for anonymity reasons



Learning and Development

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 majority 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. The online Learning Hub also offers valuable data and trend analysis into individual staff and service training compliance and requirements, with specific attention on Category 1 Safe & Legal training.

Staff, managers and services now have unparalleled access to their training records and compliance data, ensuring that staff have the right skills and knowledge to support our service users with ever greater needs.

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 five 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.

In addition to having the space to run greater numbers of face-to-face training, The Learning Hub enables the Learning & Development Team to continue to support the upskilling of our staff who are caring for service users with ever increasing care needs. The Hub also provides staff with the opportunity to meet, engage and network with colleague's face to face, providing a welcoming, comfortable, and engaging environment to learn.

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 for Stress and Distress Management

Following an increase in incident reports related to 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-based, 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.

Learning and Development - continued

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.

The short courses on offer to practitioners are:

- 1) Personal and Professional Development
- 2) Digital Skills in Health and Social Care
- 3) Concepts of Health and Wellbeing
- 4) Health through the Lifespan
- 5) Quality Improvements in Practice

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 have 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 staff to complete this award, many external candidates across Scotland such as 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 Scottish Vocational Qualification (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. This will help to engage, inspire and recruit young people who are interested in undertaking cooking as a career path.

The Bon Accord Care Learning & Development Team, in partnership with the Aberdeen Health and Social Care Partnership, Quarriers and Barnardo's are delivering 12 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 have recently carried out a 'development needs analysis' to find out what additional skills and knowledge our staff need, with a view to 'future proofing' the organisation and developing our future leaders. Through bespoke training for individual services we have supported and developed teams' knowledge and understanding of the changing landscape of person led 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.



Developing the Young Workforce - continued

Modern Apprenticeships

Our Modern Apprenticeship programme offers young people the opportunity to learn on the job whilst gaining skills, experience and 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. This year the programme grew with 10 Modern Apprentices in Social Services and Healthcare and one in Business Administration.



Graduate Apprenticeships

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 the 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. They also discussed what career opportunities are available to young people and engaged 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 this fits in with their career next steps and discussions are now underway to design their summer internships which will take place for four weeks during the summer break.

Developing the Young Workforce - continued

Building our Future Workforce

Student Placements

In partnership with Robert Gordon University (RGU), Bon Accord Care has continued to support placements for Social Work, Occupational Therapy, 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 and social care partnership organisations and experience the many different roles that our teams work with. 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 – Maria's story

Maria* had worked for years in the Oil and Gas sector but was attracted to the idea of health and social care. She decided to 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 Maria and she was offered the post.

Upon starting with us, Maria 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 Maria 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, Maria 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.

*Please note: Names have been changed for anonymity reasons

Achievements and Highlights

- celebrating the things we're proud of

Northern Star Business Awards

The continued work with our young people, which is something we are extremely proud of, 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'. We were also recognised for all the positive experiences and opportunities we provide for young people across the city, being shortlisted for our successful partnership with St Machar Academy through the Foundation Apprenticeships in Social Services and Healthcare.



Investors in Young People

Following a review in January of our Investors in Young People (IYYP) award progress, we have now progressed to Silver Level. Despite a really challenging two years this achievement is a testament to all the hard work of our staff, in particular of our Young Workforce 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."

Managing Director Pamela Mackenzie said of the achievement –

"I am absolutely thrilled that the work we have done with our young people has been recognised and I am continually impressed with the level of opportunity and support we are able to offer as an employer. The Board and I are truly committed to the development of our organisational young person's strategy."

Achievements and Highlights – celebrating the things we’re proud of - continued

Telecare Accreditation

Our Telecare Service has maintained accreditation from the ‘TEC Quality - Quality Standards Framework (QSF)’ for three years running, which is a great achievement. The QSF was developed as an independent audit and certification programme for the Technology Enabled Care Industry and TEC

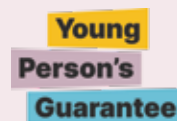
Quality continues to further develop these standards to audit against. The scope of the audit related to the 10 common standards (techquality.org.uk) and our delivery of the ‘Assessment of and Installation of Telecare’. A huge well done to the whole team!

Armed Forces Covenant – Silver Award

In April of this year Bon Accord Care was also accredited with the Silver Employee Recognition Award for our active recruitment and support of those linked to the Armed Forces and their families.

Managing Director Pamela Mackenzie said -

“We are absolutely delighted and privileged to be receiving the Silver Award and to be supporting the Armed Forces community at Bon Accord Care. We look forward to being able to develop our support in the future and very much value the contribution that our Armed Forces, Veterans, and their families make, not only to our country, but in workplaces across Scotland and the rest of the UK.”



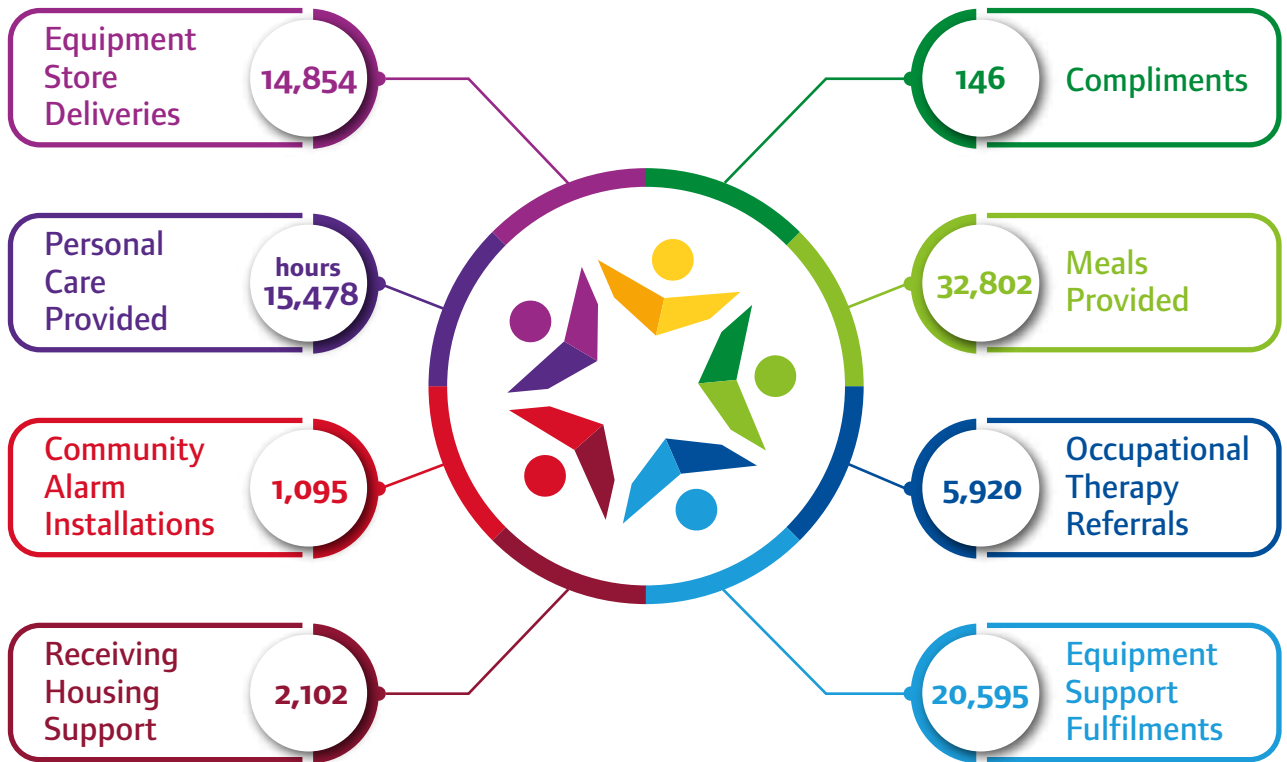
Our Impact Through Service Delivery – Helping People Live Their Best Lives

At Bon Accord Care we deliver a wide range of services which help those who access them to remain as independent as possible and integrate with their communities for as long as possible. These services include residential care (including care homes), care at home (including within sheltered and very sheltered housing), day services, responder services, respite and rehabilitation, Occupational Therapy (OT) services and a range of equipment and telecare delivered through our Joint Equipment Service.

Our primary focus is older adults, rehabilitation, and enablement of independence in line with the

National Care Standards. Our staff support with personal care, housing support, supporting with equipment needs, signposting, and arranging external groups and volunteers to facilitate activities. Our trained staffing teams have a holistic approach to adapt and enable services around individual needs and preferences, promoting choice, dignity, and respect.

In the past year we have continued to deliver these services across the city to ensure that the most vulnerable people are able to remain safe and well and as independent as they can.



Our Impact Through Service Delivery - helping people live their best lives - continued

Interim Care at Home Service

Starting as a pilot to support our external partners throughout the Coronavirus 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."

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 in 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 them to ensure she is fully involved in the support she receives from Bon Accord Care.

Care at Home - Jim's Story

Jim* attends hospital three times a week for dialysis, but the timing of his hospital transport did not allow for staff to support him on those mornings. Our Support Workers contacted the 'Patient Transport Team' and worked together with them to find a more suitable arrangement for Jim. Staff also identified that the lighting in Jim's hallway was

extremely poor and suggested to his family that they contact 'North East Sensory Services' (NESS). Following this, NESS carried out a full assessment within Jim's home and identified the need for additional equipment including improved lighting and a bed lever, both of which were provided and have helped enhance Jim's life greatly.

*Please note: Names have been changed for anonymity reasons

Supporting Independence through Technology and Equipment

Joint Equipment 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."

"I wanted to say a massive thank you to all staff members who worked extremely hard on Friday and improved the Service Users quality of life immensely. Thank you for all your support every single day!"

"I have just been to see two of my ladies who have had trolleys delivered within a day of assessment and were very impressed with the service, just thought I would pass it on."

"Very helpful, caring, yet efficient operation."

"The bed movement sensor was new to us and a huge help."

"My husband sadly passed away last year and I am very nervous about living on my own. During these difficult times wearing my gadget has given me a bit more reassurance should I need anyone's help in my home."

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 and RFs assist individuals and their carers to live safely and independently within the community and provide interventions which improve their overall health and wellbeing, so they are able to meet their personal goals. Here are just some of those stories:

Jill's story

Jill* is very small in stature due to a childhood accident and has also had a recent decline in her mobility. She had been finding it really difficult to use her toilet and wall mounted shower chair due to the height of these and could have been at risk of a fall. The Reablement Facilitator arranged for the wall mounted shower seat to be adjusted and provided a small step for easier access onto the toilet. Jill is now delighted she can use these more easily and remain independent without the need for any additional support at home. The Reablement Facilitator also made a referral to physiotherapy for a review of her mobility following a falls screening.



Robert's story

Robert* is a single parent to two teenage children. He lives with diabetes and stage 4 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 by an Occupational Therapist, 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 needs 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.

*Please note: Names have been changed for anonymity reasons

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 her 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 more independent with 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 her 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 achieve, which was to watch her son graduate.

Helena's limited function and mobility, as well as some ongoing Coronavirus 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 that enabled her to feel included in the celebrations and to feel some sense of "normality".

*Please note: Names have been changed for anonymity reasons

Delivering Support with an Enablement Ethos - continued

Linda's Story

Linda* was living alone at home and was being supported by her niece and other family, who were visiting at lunchtimes and evenings to support her with toileting and meal preparation. This meant that Linda, who didn't like to bother her family, would often wait hours at a time until someone was able to visit and support her which was having an impact on both her physical and mental health, such that she constantly worried about her situation.

Following assessment by the Care Management Team, it was agreed that nursing home care was the best option for Linda and after another care provider was unable to meet her needs, Bon Accord Care agreed that Linda would come for a three-week period of respite at Fergus House whilst an ongoing assessment took place.

Upon arrival, Linda presented with low mood and was extremely shy about asking for support, however as she got to know the staff supporting her and she felt confident enough to sit in the communal areas for meals. She started to develop friendships which had a positive impact not only her own mental health and wellbeing, but on the

other residents too. Towards the end of her second week of respite, Linda expressed how happy she was and told staff that she would really like to stay, as she felt far less worried about having to balance her own support needs with not wanting to "bother" her family. As Linda's mental wellbeing improved so did her physical health and she became more confident in using a walking aid and found the daily chair exercises a benefit to her mobility. Family, who visited regularly, began to see that Linda was thriving, and one family member said, *"It was the first time in a long time we have seen her laugh and smile."*

Following a further review Linda was offered a permanent bed within the care home and the relief, emotion and happiness shared between her and her family was heart-warming to see.

Her confidence has continued to grow, her mobility has improved, and she now feels comfortable in the knowledge there is support available when required. She has also made several friendships within the home. Linda said, *"I was delighted to be offered a bed; I couldn't ask for better care. I just couldn't manage at home any longer."*

Mark's Story

Mark* 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 Mark had been told that he'd 'never walk again'. Mark really wanted to improve his function and independence and with the support of staff engaged in lower limb strengthening exercises. Gradually, Mark was

able to progress to a stand aid and with further input led by Mark's needs and wishes, alongside in-house rehab, Mark is now mobilising with a Zimmer frame within his property. As he gains more confidence and ability, it is hoped that staff will be able to support Mark to be able to make it to the dining room for meals. The impact of this support has had a positive influence on Mark's life!

*Please note: Names have been changed for anonymity reasons

Connecting within and across our Communities

We work hard to ensure the people we support remain connected to their communities, maintain independence and social connections, whether it be across the local community or within the setting in which they are supported. This includes care homes, sheltered and very sheltered housing, and 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 Craigelea and tenants enjoyed an evening of sing song with them.

Staff at Kingswood Court have worked alongside the local pharmacy to establish a process that supports the 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 Coronavirus pandemic and it's resulting restrictions meant there was very little opportunity for service users and tenants to engage in activities. This 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 have their say. 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 Coronavirus 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.

*Please note: Names have been changed for anonymity reasons

Connecting within and across our communities - continued

Supporting other organisations

From time to time, Bon Accord Care provides support to other organisations, when requested by the Health and Social Care Partnership. On Christmas Eve 2021, we received one such request for a Care Home in the midst of a Coronavirus outbreak, which left most of their senior management team being unable to attend work. We were able to provide an experienced manager to work alongside their team to provide on-site leadership, along with a number of experienced care staff, which allowed the outbreak to be managed and the home to deliver the care and support their residents needed over the festive period.



Financial Report

Bon Accord Care has once again managed to deliver on one of its contractual aims and deliver a balanced budget result for the financial year 2021/22. The company delivered a small trading surplus of GBP36,000 for the year. This has been achieved despite the challenges of operating during the Coronavirus pandemic. The company's priority during the pandemic has, and continues to be, protecting both our service users and staff. Coronavirus is now factored into our business-as-usual operations but the safety and wellbeing of both our service users and staff remains paramount.

With the backdrop of the Coronavirus pandemic and the macro-economic pressures that have emerged during 2021/22, this has been an extremely challenging year for the business. Despite this, Bon Accord Care have managed to exceed our financial target by delivering a trading surplus of £36,000, realising the targeted efficiency savings that were set at the start of the year. Despite these significant challenges on our activity levels, our Care Inspectorate gradings have been maintained. It is great credit to all of our staff that this has been achieved despite the backdrop of these significant challenges 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 increasing by £1,790,000 to £5,339,000. The increased liability arising from, in the main, the updated actuarial assessment on the scheme's obligations and assets and the general macro-economic outlook forecast. The increased pension liability is a debit to our statutory accounts with the result that the reporting trading profit of £36,000 becomes a Comprehensive Loss of £(1,998,000).

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 2021/22 has undoubtedly been the continued impact of Coronavirus and the resultant cost/supply pressures that have arisen as the world emerges from lockdowns. Like the entire social care sector, Bon Accord Care has been significantly affected by these challenges. Coronavirus costs amounting to £948,000 have been incurred in 2021/22 from a combination of PPE purchases, staff costs and other associated costs.



Neil Gauld
Finance Director

These costs have been fully met by additional funding that has been provided by the Scottish Government. Funding for Coronavirus costs ceased effective from 30 June 2022. Like many other social care providers, Bon Accord Care has to find efficiencies to continue funding PPE costs whilst delivering its financial aims.

Further to this, Bon Accord Care are now having to cope with the significant inflationary cost increases being seen in our utility and food costs. All parts of the economy are experiencing these challenges, and this includes our staff as well. At the time of writing, we await the results of the 2022/23 pay negotiations and what impact this will have upon our budget and financial expectations for this year. Public sector pay is coming under increasing focus and Bon Accord Care, like many other social care providers, would require additional funding if the agreed pay award is in line with the current rate of inflation.



As has been noted previously, our contractual agreement with Aberdeen City Council is a flat funded contract. In other words, any cost increases arising from general or annual pay awards, employer pension contribution increases and general inflation must be funded through internally generated efficiencies. For Financial Year 2022/23, the Board have approved a budget that reflects a balanced budget result for the year after taking into account pay and other inflationary increases. This has been achieved through a combination of both additional funding and various efficiency initiatives, the later of which the Board have confidence can be delivered.

During 2021/22, Bon Accord Care continued to work with the Aberdeen City Health and Social Care Partnership to develop and improve our core pathways and outcomes service model aligned to its strategic plan. These form the basis of our contractual arrangement to the end of our contract on 31st March 2024.

Looking forward to 2022/23 and beyond, significant challenges still remain. The impacts of Coronavirus and the cost of living challenge remain. Whilst Coronavirus is now factored into our business-as-usual operations, the financial implications of the cost of living crisis are less clear. Clarity over whether any additional central government funding will be provided has not yet been received, resulting in the company doing everything it can to minimise the financial exposure to avoid a financial loss being generated. The company will do everything to avoid or minimise this position but until the funding situation is clear this remains a risk.

In summary 2021/22, despite the twin challenges of Coronavirus and the cost of living increases, 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, 2022/23 sees the Company trading closely to budget despite these impacts.

Bon Accord Care & Support Services



Consolidated Profit & Loss Accounts for the Year to 31 March 2022

Audited Accounts		2021/22	2020/21	
		Audited Accounts £000s	Audited Accounts £000s	Var £000s
Turnover				
Aberdeen City Council Contract		30,210	30,304	(94)
Other Incomes		5,501	3,520	1,981
Total Turnover		35,711	33,824	1,887
Operational Costs				
Staff Costs	Payroll	(23,405)	(21,835)	(1,570)
	Pool	(5,033)	(4,168)	(865)
	Agency	(1,056)	(902)	(154)
	Other Staff Costs	(93)	(430)	337
Total Staff Costs		(29,587)	(27,335)	(2,252)
Premises	Lease & Licence	(1,153)	(1,247)	94
	Premises Costs	(1,499)	(944)	(555)
Administration		(540)	(597)	57
Transport		(202)	(182)	(20)
Supplies & Services		(2,329)	(2,747)	418
Commissioned Services		(203)	(205)	2
Total Operational Costs		(35,513)	(33,257)	(2,256)
EBITDA		198	567	(369)
Interest Receivable		9	7	2
Depreciation		(123)	(499)	376
Corporation Tax		(48)	2	(50)
Surplus against ACC contract		36	77	(41)
Statutory Accounts: Pension Adjustment NESPF: FRS 102 increase in pension deficit		(2,034)		
Audited Financial Result		(1,998)		

Variance - (Adverse) / Favourable



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