



Annual Performance Report 2018/19

Working together for your 5 star service





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Chairman's Welcome

I am pleased to present our sixth annual performance report, which I believe reinforces the positive difference we continue to make to some of the most vulnerable people in our community here in Aberdeen City.

As you will read, the last 12 months has seen progressive change in a number of areas. From receiving recognition through various awards, the opening of a dedicated wellbeing hub to support our employees' health and wellbeing to new ways of working, which are changing our care at home service delivery to give people more choice and control over their own support.

We continue to work with our key partners to align with their priorities, involve and engage our workforce, those we support and their families, and in our local communities, to ensure they help shape our progress and future developments.

Through 2018 – 19 we have seen positive change and I note the continued commitment, enthusiasm and determination of the executive and wider management team to achieve superior outcomes for the people we support.

On behalf of the board, I encourage you to digest the report and share in Bon Accord Care's continued success.

Andrew Newall, Chairman



Managing Director's Welcome

Welcome to our Bon Accord Care 2018 - 19 annual report.

I am delighted to be able to update you on our achievements for this period against our three main strategic aims, which are to deliver on our core business, maximise quality and efficiency and deliver innovative services at an early point of intervention.

The pace of change continues to increase in the environment in which we work and to remain successful we need to constantly evolve. During the last year, we have pioneered new ways of working to introduce real change to how our care at home services are delivered to ensure they are flexible, responsive, person-led and focused on the people we support meeting their agreed outcomes.

The mark of quality was received for our services through the Quality Standards Framework accreditation for our Telecare Service and Highfield accreditation for our Learning and Development Service.

We strive to provide a supportive environment, recognised by all staff as a great place to work,

with a culture that is solution focused and built upon our values and collaboration. In this regard, our achievement so far received accreditation by Investors in People and the Investors in Young People Good Practice Award.

As we look to the future, it will, as it has always been, be our great team of people who will drive us to achieve our objectives. I thank them for their commitment and dedication. We will continue to learn, build upon our strengths and work in partnership with each other, people who use our services and their families, in our local communities and with our key partners to achieve our vision, strategic aims and deliver Service, Quality and Value, with Innovation, Integrity and Pride.

I hope you find this report informative and enjoy reading it.

Alexis Chappell, Managing Director

Who We Are and What We Do

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.

We are an ALEO (Arm's Length External Organisation) of Aberdeen City Council, with two registered limited companies. Bon Accord Care (BAC) and Bon Accord Support Services (BASS) are the means by which our services are commissioned by Aberdeen City Council. For operational use, we use Bon Accord Care as a collective term to reflect both companies.

We deliver adult social care services to the people of Aberdeen, providing support and encouragement to enable them to live as independently as possible, today and in the future. We have an important role to play in enhancing lives and wellbeing - what we do matters.

We are committed to delivering services that turn the concepts and ideas for new ways of working into operational service delivery models, which are led by the people we support to help them live longer and healthier lives at home or in a homely setting.

We are at the forefront of developing a new generation of services and we understand that transformation will only be realised by working with our partners and communities.

We are focused on embracing technology and the opportunities for digital and e-health and delivering services aimed at prevention and early intervention.

We provide residential, non-residential, rehabilitation, day care, respite, occupational therapy, telecare, joint community equipment, community responder and learning and development services.

To support our internal staff and partnership colleagues, we have a learning and development service, which ensures our staff team is skilled and trained to carry out the roles for which we are commissioned. An SQA approved centre and Highfield accredited, we provide a range of SVQs in Health and Social Care, Business Administration and Modern Apprenticeships.

Core values

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

Mission

Working together for your 5 star service

Our key strategic aims

- 1. Deliver on our core business**
- 2. Maximise efficiency and quality of service delivery**
- 3. Commence innovative services at an early intervention stage to reduce demand on more complex services**

Our Work

Bon Accord Care plays a key role in the implementation of health and social care integration. The first of our kind in Scotland and at the vanguard of the continuing development of services, we continue to seek opportunities for further development of flexible and sustainable services to meet the growing demand of an ageing population.

In the year 2018 – 2019, we remained focused on our strategic aims, delivered on our contractual arrangements and worked collaboratively with our key partners to align with their priorities to achieve positive outcomes for the people of Aberdeen. In order to achieve this, we actively

engage with our workforce and the people we support to ensure they are involved in decision-making so our services can work alongside communities in ways that are empowering, engaging and meaningful.

We work in an integrated way with a multi-disciplinary approach to use skills, knowledge, connections and networks, enabling individuals to take control over their own health to lead fulfilling and independent lives.

This annual report outlines our operational and financial performance against our three strategic aims and describes the positive social impact we continue to make.

| Health and Social Care Standards | National Health and Wellbeing Outcome Link | ACHSCP Strategic Priority Link | ACC Strategic Priority Link | BAC Strategic Plan Link |
|--|---|---|---------------------------------|---|
| 1. Services provide high quality care and support that is right for the user | Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer. | 1. Develop a consistent person centred approach that promotes and protects the human rights of every individual and which enable our citizens to have opportunities to maintain their wellbeing and take a full and active role in their local community. | Smarter Living: Quality of Life | Deliver on our Core Business |
| | Outcome 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community | 3. Promote and support self-management and independence for individuals for as long as reasonably possible. | | |
| | Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being | 4. Value and support those who are unpaid carers to become equal partners in the planning and delivery of services, to look after their own health and to have a quality of life outside the caring role if so desired. | | |
| 2. Services fully involve their users in making decisions about their care and support | Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services | 2. Support and improve the health, wellbeing and quality of life of our local population. | Smarter Living: Quality of Life | Commencing new and innovative services at an early intervention stage to reduce demand on more complex services |
| | Outcome 5: Health and social care services contribute to reducing health inequalities | 5. Contribute to a reduction in health inequalities and the inequalities in the wider social conditions that affect our health and wellbeing. | | |
| 3. Service Users have confidence in the people that support and care for them | Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected | | Smarter Living: Quality of Life | Maximise Efficiency and Quality of Service Delivery |
| 4. Service Users have confidence in Bon Accord Care providing their care and support | Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide | 6. Strengthen existing community assets and resources that can help local people with their needs as they perceive them and make it easier for people to contribute to helping others in their communities. | Smarter Living: Quality of Life | Maximise Efficiency and Quality of Service Delivery |
| | Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services | 7. Support our staff to deliver high quality services that have a positive impact on personal experiences and outcomes | | |
| 5. Service Users experience a high quality environment | | | Smarter Living: Quality of Life | Maximise Efficiency and Quality of Service Delivery |

Reporting and Governance

There is a high level of scrutiny and diligence to ensure that Bon Accord Care delivers the services for which we are funded.

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

Four times a year, the executive directors report on the financial, operational, risk and health and safety information to the Arm's Length External Organisation (ALEO) Governance Hub, providing assurance of strong and effective governance at a company level.

In turn, this provides an assurance to members of both the strategic commissioning committee and the relevant service committees.

The Bon Accord Care Board of Directors meets eight times a year for general business. The board is made up of our chairman, managing director, finance director and four non-executive directors.

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

Reports and information relating to service specifications are also shared with Aberdeen City Council and ACHSCP on a weekly and monthly basis.

A performance report is presented to full council meeting, annually by the managing director.





Our Performance

Maximising Efficiency and Quality of Service Delivery



We take great pride in encouraging our team to express their opinion and share ideas on how we can provide a quality service for our service users, who are at the heart of everything we do. Our aim is to develop an environment recognised by all as a great place to work. Our culture is solution focused and is built upon our values and collaboration.

We will continue to build on these achievements to ensure that our approach to staff development is having the greatest impact on their skills and on the quality of the services we deliver, as well as making Bon Accord Care the best place to work.

In 2018, this ethos led to us being granted the Investors in People Accreditation and Investors in Young People Good Practice Award. This recognition, in areas such as 'Creating Sustainable Success', 'Building Capacity', 'Leading and Inspiring People' and 'Delivering Continuous Improvement', is a clear demonstration of the great strides the company has made, since inception, in embedding our values and commitment to good management practices for our staff and service users.

Staff completed an online survey and 86 members of staff were selected to take part in extensive interviews by our external assessors.



Maximising efficiency and quality service delivery

Bon Accord Care is an SQA and Highfield accredited centre, providing a wide range of national qualifications across the business, delivering level 2-4 awards in the health and social care framework. The Learning and Development team have fully trained, competent assessors and internal verifiers, who provide accredited training and blended learning opportunities to staff, both internally and externally.

Service User Consultation on Training

We are acutely aware that effective service provision is to keep the service user at the centre of all we do. Involving them, listening to them and working closely to ensure services are fit for purpose. We strive to offer a truly inclusive and collaborative framework, based on delivering person-led services and promoting enablement.

Listening more carefully to service users' experiences will lead to the improvement of service design and delivery and maintain quality by holding services to account around those we support.

Proactively, the Learning and Development team is striving to mirror this approach by involving service users and carers when training staff across the ACHSCP.

In March 2019, this process began by inviting and involving service users to participate in the Outcome Focused Support Planning training for staff. Not just getting service users' views, but actually involving them in the training. The response was incredible and will mark a positive milestone for service user involvement when the training commences.

The service user involvement will be appraised following the training and we are hopeful we can seek to identify and implement further service user involvement opportunities across BAC and the wider ACHSCP, which will be led by the Learning and Development Team.

Bon Accord Care Parkinson's Programme

The number of people diagnosed and living with Parkinson's is increasing, according to the latest research from Parkinson's UK. They estimate that in 2018 around 145,000 people in the UK are diagnosed with the condition - that's around 1 in 350 adults in the UK.

In order to support our service users living with Parkinson's, our Learning and Development Team implemented the Bon Accord Care Parkinson's Programme to upskill our staff and provide more person-led services; following attendance at a facilitator's course on Understanding Parkinson's run by UK Parkinson's Excellence Network.

The first cohort of 6 staff members completed their Bon Accord Care Parkinson's Programme award, accredited on behalf of Parkinson's UK and the SQA. The programme is now into its second cohort, divided into 6 sessions.

Sessions 1 - 4 build on participant's understanding of Parkinson's and how it impacts on the person living with the condition and their families. These sessions help participants to develop their knowledge and practice in caring for a person with Parkinson's.

Session 5 gives participants the opportunity to review and reflect on what they have learned.

Session 6 is a closed book assessment and case study under exam conditions.

After completing the course with distinction, two of our members of staff have been identified as Parkinson's ambassadors for Bon Accord Care.





Making the Change to Person-led and Outcome Focused Services

At Bon Accord Care the people we support are at the heart of everything we do, and we promote independence and choice. They remain one of our key partners in helping to transform the services we provide to meet the challenges we face. We are looking beyond today's constraints to find tomorrow's solutions and are pioneering new ways of working.

Our care at home service worked collaboratively with our partners and stakeholders to implement new ways of working, in April 2019, that are flexible, responsive, person-led and focused on service users meeting their agreed outcomes. This marks a shift from the specific time and task method to a whole system approach to health and social care to give people control over their own support within their home, which reduces hospital admissions and prevents delayed discharges.

Being able to react to a person's changing circumstances, stepping up and down care immediately, provides unique support for the person when they need it.

This new way of working builds on the systematic emphasis on reablement, purposeful and time-limited intervention to one of enablement that ensures the highest levels of self-management, with a step change commitment to prevention and early intervention.

The early intervention initiatives include the embedding of our Reablement Facilitators across our services, intergenerational working, wellbeing activities and reducing social isolation.

29%



Average increase in levels of engagement for service users, following introduction of new information sessions.



External recognition:
Finalist in 'Customer First' category in the Northern Star Business Awards, 2019, for the implementation of new ways of working for the care at home team.

Support pool

Our Support Pool is integral to our company to enable our teams to run excellent quality and efficient services. The team also works in partnership with external providers to supply a flexible workforce for their services.

Number of support hours delivered

158,620



Care Inspectorate Average Grade

The Care Inspectorate is a scrutiny body which supports improvement by looking at the quality of care in Scotland to ensure it meets high standards. Where it finds that improvement is needed, it supports services to make positive changes. Care services are given grades when inspected, and they look at key areas like care and support, physical environment, quality of staffing, and quality of management and leadership.



4.3

Care Inspectorate Average Grade

"We found it to be a very good service, with all of the support workers and the management team focused on how they could help people to be happy and to use their support well."

excerpt from Care Inspection Report, ICAH West



Our Performance

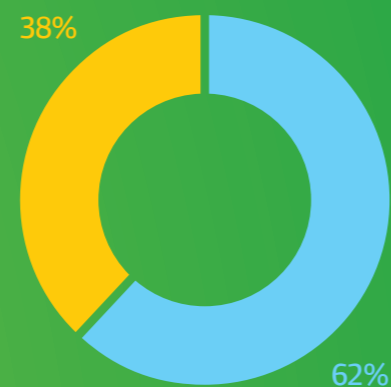
We remain steadfast in our pursuit of quality, even though delivery is a key driver, as we provide services to some of the most vulnerable people in the city.

We actively seek feedback, listen to views and learn from the opinions and information we receive from the people we support to inform a cycle of continuous improvement for our services.

We are confident that the people who use our services feel comfortable and have direct access to voice their views and opinions, ensuring we drive quality of provision in areas which are perceived as required.

The increase in compliments continues to rise year on year, which highlights our commitment to adhering to best practice across our services.

Trend of Complaints and Compliments



April 2018 to March 2019 (inclusive)

● Compliments ● Complaints

Awards

Funded Initiatives

There were five initiatives funded through local health funds for the benefit of people in our communities.

These ranged from lunch clubs, messy play, gardening projects for raised flower beds and growing their own fruit and vegetables.

Eat Safe Award

Bon Accord Care has been successful in achieving the Eat Safe Award for Rosewell House.

The award, operated by Environmental Health Services in conjunction with the Food Standards Agency in Scotland, was given in recognition of our commitment to, and the standard of excellence we have reached, in food hygiene and food safety management for our service users.



Awards



Healthy Working Lives



Bon Accord Care has been awarded Healthy Working Lives accreditation at Gold Level.

This means we have successfully worked through all three levels of the award programme from Bronze to Silver and now Gold. It shows that promoting Healthy Working Lives is an important part of the way we work.

This is thanks and testament to the wellbeing and events team, and the hard work of managers and employees alike, who are recognising the link between personal wellbeing and the workplace.

In the executive summary, the assessor stated:

“This organisation has embraced and successfully embedded the ethos of Healthy Working Lives and created a caring and inclusive workplace culture. The creation of a dedicated Wellbeing Team has been paramount to the shift in culture experienced in recent years by this organisation.”

“From the assessment visit it is evident that employees feel valued by the organisation and feel it is a positive place to work, a staff member stated, ‘there are so many benefits to working here – more than places I’ve worked before’.”

Bon Accord Care is Awarded the Mark of Quality for Telecare Service



Bon Accord Care has been awarded the Quality Standards Framework (QSF) accreditation, following the completion of a recent audit and certification by the independent organisation, TEC Quality, for their telecare service. The Quality Standards Framework was developed as an independent audit and certification programme for the Technology Enabled Care Industry, and TEC Quality runs and further develops these standards to audit against. The scope of the audit related to the 10 common standards and service delivery modules of the QSF and involved discussions with service users, senior management and staff, and key partners.

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

In the report, the auditor stated, “Overall, the Bon Accord Care Installation Service demonstrates that it is well managed, has staff who are well-trained and competent in their roles and who put the service user at the heart of their decision-making.”

To receive this accreditation is a great achievement and is recognition of all the hard work of the telecare team in making a positive impact upon service users’ lives.

Liz Watt, Manager of Community Equipment and Telecare Service, said:

“This is a great achievement for the Bon Accord Care Telecare team. Everyone has worked extremely hard to provide a responsive and innovative service to the people of Aberdeen. Their dedication and high standards of service delivery has been recognised through this accreditation”



Technology Enabled Care

Our accredited telecare team continually research and trial various pieces of new technology and examine how they can bring equipment together to meet the needs of our service users. The new wave of digital technology, balanced with the need for sometimes more basic telecare equipment, brings many opportunities to enable independence and positively impact the wellbeing of the people we support.

The team installed a combination of Logitech Harmony Hub along with her own Alexa within her Sonos One Speaker. The set up was modified as the Alexa didn’t pick up her voice, and using the Logitech Harmony Hub, the team added 2x Logitech Pop Buttons, smart plug and a Samsung tablet, which was used as a remote control, with pre-set gestures and activities for the Harmony Hub.

The pop buttons were linked to trigger activities through different presses, for example, 1x press switched light on/off, 2x press dimmed light, long press set light to purple, switched on sensory lights (plugged into smart plug) and activated relaxing music play list on Spotify through Sonos speaker.

Lucy managed to work all the devices with no issues and her independence has improved greatly since the install. She is now able to listen to music, work lights and watch TV in her room independently.

Harmony Hub and Alexa – Lucy’s Story

Lucy, a 21-year-old female with spastic quadriplegia cerebral palsy who lives at home, relied on family members to turn on her TV, change channels, switch on music and operate lights.



1329

Installations

Case Study



City Home Helpers

A Couple's Journey to Increased Independence.

Mr Robertson cares for his wife, who lives with dementia, and he has physical health issues, which has led to challenges in their everyday lives. As a result, Mr Robertson was keen to find ways of ensuring his wife continued to stay active, he could attend social activities, do the weekly shop and keep a clean and tidy home for them both to live there independently.

The most important factors Mr Robertson considered when seeking support was that it was the same person that visited his wife each time and they had experience and knowledge of working with someone living with dementia. He contacted City Home Helpers, and following a meeting with their Home Help Coordinator, he was happy with the details of the service, the level of support offered and for the time he needed.

After a few weeks of using City Home Helpers, he noticed a huge improvement in his wife, his home and his own wellbeing and he continues to rely on their support.

“There have been a number of benefits for us both from using the service. It allows me to do the weekly shop, something that would not be possible otherwise, and I can continue with my social activities, including attending the gym.

My wife's walking and balance have improved massively, as our home help takes her to two dementia friendly walks per week and to a day centre. I now also have the time to make other arrangements; this is something I struggled with before. My wife did not like going out to places she did not recognise so when trying to get handrails for the home this proved difficult. However, I managed to arrange this while the home help took my wife out. This ensures our home is safer and has increased both our independence.

My wife now sees a lot more people and meets new people, facilitated by our home help, and this means she is becoming more comfortable in places that she previously would not have. We really value this service and recognise the difference it has made in both of our lives.”



Commencing Innovative Services

New Staff Wellbeing Hub Opened

Bon Accord Care opened a dedicated staff wellbeing hub which provides a safe, discreet, welcoming and relaxed environment. Our staff can visit the wellbeing team for support and advice. It is a less formal environment where we can offer information sessions and drop-in clinics to staff, around topics such as menopause, working parents, and are offered in conjunction with our NHS colleagues.

Bon Accord Care takes the health, safety and wellbeing of its staff seriously and offers support to employees in the workplace through the 'Wellbeing at Work' team, ensuring that staff who experience health issues, both physical and mental, receive information and support to help prevent absence, or make an earlier return to the workplace. The support is provided by Reablement Facilitators who are clinical professionals qualified as nurses, physiotherapists or occupational therapists. As a result, staff sickness absence has dropped dramatically, staff retention has improved, morale and motivation have risen and there has been a reduction in the number of incidents and accidents in the workplace.

“I was referred to the wellbeing team by my manager after receiving some difficult news. Usually I am a strong person, but I found this difficult and was struggling to come to terms with it and support my family. I met with the Reablement Facilitator who spent time listening to me and referred me to a counsellor very quickly who I found helpful, but above all, the time she spent with me was a real comfort. She showed empathy and understanding towards me and took the time to come and see me and check how I was coping, which provided me with great support. I believe I would have been unable to attend work throughout this difficult time without her input and support.”



External recognition: Finalist in 'Staff Matter' category in the Northern Star Business Awards, 2019, for the Wellbeing at Work team.



Our Performance

BACShop At Hillylands Opened

The official opening took place in April 2019, led by the Lord Provost and the Bon Accord Care team.

At Hillylands Independent Living Centre, we provide a comprehensive screening, assessment and retail service. Our service user led delivery provides individuals with better choice and control over the management of their own health and wellbeing and gives them better accessibility for early intervention, with multiple visits available, if required.

Members of the public can drop in for advice from Occupational Therapy and service users who have a need are offered clinic appointments where they receive a full assessment.

Further benefits include:

- Promote availability of retail items not included within eligibility criteria
- Triaging of people's needs and priority
- Reduce waiting time for assessment
- Professional signposting to other services, for example telecare service.

As well as providing the latest equipment and specialist seating for sale, there is a profiling bed, stairlift, hoists and a wash/dry toilet for assessment purposes.

Early intervention and self-management are the key messages being delivered at Hillylands Independent Living Centre through identifying the need for equipment, adaptations and a holistic approach to lifestyle matters to improve safety and independence for daily living. The below case studies highlight the big impact the service can make for people, and sometimes by simply introducing small changes.

Case Study - Victor

What was the challenge?

Victor had difficulty getting out of bed and required support from his wife, disrupting her sleep.

What was the change?

At Hillylands, he received a demonstration of the use of a bed lever and Victor found this very helpful.

What was the impact?

Victor can toilet independently through the night and is happy he doesn't have to disturb his wife. His wife said, "I can't believe such a wee thing can make such a big difference".

Case Study - Lisa

What was the challenge?

Lisa experienced hip dislocation each time she sat in her car because the seat was too low. She had looked into returning her car and found out she'd have to pay £6000 to buy out the loan she'd taken on the car.

What was the change?

Lisa received a demonstration of a handybar and car swivel seat, which she found put much less pressure on her hip. She found she was able to get in and out of the car without her hip dislocating. Lisa purchased both items.

What was the impact?

Lisa had drove off with a big smile on her face. She no longer needs to return her car and can continue driving herself to work independently.





Case Study



Bon Accord Care Launched Wellbeing and Healthy Eating Roadshows

Bon Accord Care launched a pilot project for a series of Wellbeing and Healthy Eating Roadshows which were available to anyone 65 and over, along with their family, friends or carers. Thanks to funding received from the Food Train and Eat Well, Age Well Scotland, we were able to bring together a lot of different resource under the one roof.

The roadshows were held on 12 dates, across the year, at various sheltered housing locations within Aberdeen City. The roadshows were designed so that older people can learn about alternative options available to them to eat well and live well. The live cooking demonstrations, by BAC Eating Well Advisor, meant attendees were able to get involved, sample the recipes on offer, take away recipe cards to try them at home and receive eat well guidance. There were various information stalls from partner organisations, such as Aberdeen City Council Wellbeing team, who gave advice, signposted and carried out a 'Functional Fitness MOT', for those that wished to participate; CFine, and representatives from our own services, Telecare, BACShop, Occupational Therapy,

City Home Helpers. People were able to participate in activities on the day, find out what was available to them in their local community and receive signposting to additional support.

The goal of these roadshows was to enable older people to recognise their needs, maintain healthy eating and their mental and physical health. The feedback received from all that attended has been very positive, and some further data analysis will help develop and inform any future events.



Case Study

The Scottish Fire and Rescue Service working in Partnership with Bon Accord Care

In Scotland over 30% of fire fatalities occur in homes where the person receives care from a health and social care provider. As ever the Scottish Fire and Rescue Service (SFRS) are continually working to reduce fires within the home in order to protect the most vulnerable members of our community.

A pilot project, the first of its kind in Scotland, was launched in Aberdeen City, in September 2018, with a partnership between Bon Accord Care and the SFRS to deliver fire risk awareness training to our Support Workers to assist them in identifying risks within the homes of those we visit.

This process provides a tailored support care plan incorporating a fire safety assessment and referral pathway into SFRS resulting in a free home fire safety visit.

As of March 2019, 40 Support Workers were trained to complete fire safety assessments, which was incorporated into their regular visits to people's homes.

From this, over 240 assessments have been completed generating 75 referrals for home fire safety visits for the SFRS.

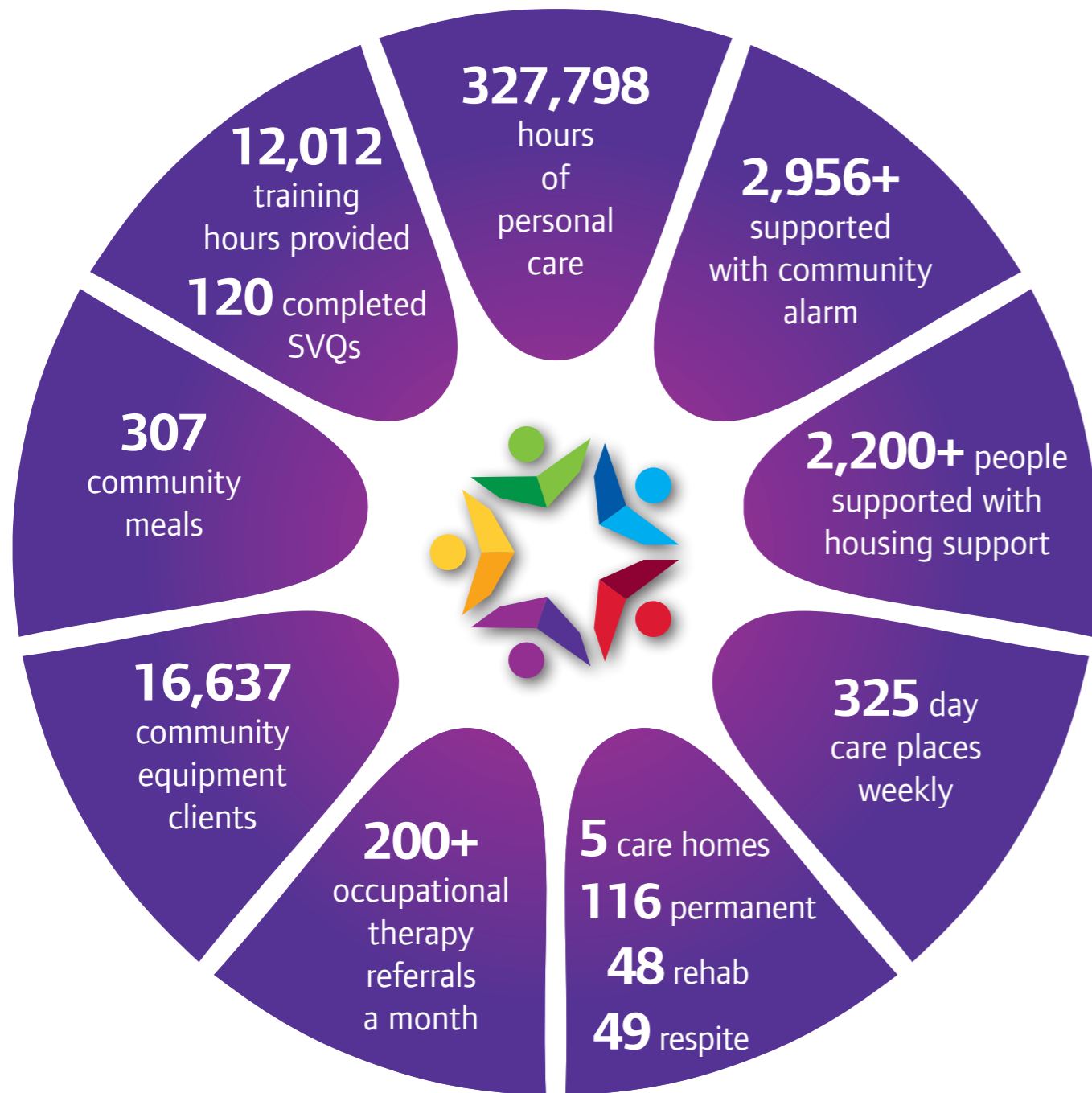
As this partnership develops, more training will be delivered by the Scottish Fire and Rescue Service, resulting in more assessments and visits being carried out across the city.

Overall this partnership contributes to improved community safety whilst changing attitudes and understanding of fire prevention in the home.



Our Performance

Delivering on our Core Business



Looking Forward

We are pleased that our commitment to maintaining service provision, whilst increasing quality and reducing expenditure continues to move in the right direction.

There is much to do, and we are ready to embrace the challenges that lie ahead by being flexible, adaptable and resource efficient.

We continue to align with our own and our stakeholder's priorities, taking cognisance of the need for change, to deliver services that meet the outcomes of our service users.

Looking forward we are well advanced in our project to introduce a management information system that will offer us a much better way to manage our business and meet the challenges of the future – more focus on our service users' needs, improving quality, delivering better value for money and working in a more flexible outcome focused way. The levels of engagement with staff throughout the company has informed the project and help give the best chance of success in continuing to deliver excellent quality services.

We will report on our achievements in this area, as well as others, in next year's annual report.

Financial Report

Bon Accord Care Limited & Bon Accord Support Services Limited

Consolidated Profit & Loss Accounts for 2018/19

| | 2018/19 £000s | 2017/18 £000s | 2016/17 £000s | 2015/16 £000s | 2014/15 £000s |
|---|------------------|------------------|------------------|------------------|------------------|
| Incomes | | | | | |
| Core Aberdeen City Council contract | 26,750 | 26,289 | 26,436 | 26,146 | 25,977 |
| Other incomes | 340 | 497 | 646 | 677 | 615 |
| Total Incomes | 27,090 | 26,786 | 27,082 | 26,823 | 26,592 |
| Operating Costs | | | | | |
| Staff Costs : Payroll | (19,216) | (19,162) | (20,194) | (20,179) | (20,278) |
| Support pool | (2,594) | (2,191) | (1,641) | (1,003) | (282) |
| Agency staffing | (1,343) | (936) | (1,008) | (1,316) | (1,996) |
| Premises | (1,461) | (1,554) | (1,562) | (1,606) | (1,646) |
| Supplies & services | (1,993) | (2,292) | (2,071) | (2,002) | (1,916) |
| Transport | (203) | (200) | (271) | (303) | (299) |
| Other operating costs | (265) | (223) | (231) | (226) | (234) |
| Total Operating Costs | (27,075) | (26,558) | (26,978) | (26,635) | (26,651) |
| New Business Initiatives Net surplus | 11 | 90 | (9) | (24) | 0 |
| Provider of Last Resort Income | 2,009 | 2,684 | 0 | 0 | 0 |
| Expenditure | (2,009) | (2,684) | 0 | 0 | 0 |
| Stock revaluation | 0 | 0 | 0 | 0 | 172 |
| Surplus before int, dep & tax | 26 | 318 | 95 | 164 | 113 |
| Interest receivable | 29 | 13 | 15 | 30 | 13 |
| Depreciation | (21) | (51) | (30) | (30) | (30) |
| Corporation tax | 11 | (67) | (3) | (2) | 0 |
| Trading Surplus | 45 | 213 | 77 | 162 | 96 |
| (increase)/ Decrease in pension liability | (2,975) | (365) | (749) | 1,232 | (2,057) |
| Comprehensive Income / (Expense) | (2,930) | (152) | (672) | 1,394 | (1,961) |

Financial Report

2018/19 was a successful year for the business, Bon Accord Care exceeded the financial targets by delivering a trading surplus of £45,000 and savings of £602,000 against the contractual target of £600,000. This was delivered after the company had invested £190,000 on improvements to the environment and facilities of our residential sites. Care inspectorate gradings have been maintained and the activity levels across the business were met or exceeded. Overall a successful year and one that is a great credit to our managers and staff.

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 £2,975,000, to £13,151,000. The increased liability arising from, in the

main, the actuarial assessment of the negative impact Brexit will have on investment returns and the general economic outlook for the UK. The increased pension liability is a charge to our statutory accounts with the result that the reported trading profit of £45,000 becomes a Comprehensive Expense of £2,930,000.

Readers should understand that the provision presented in the accounts for the actuarially assessed pension liability does not mean that the company faces a "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, as by reporting a trading profit, exceeded.

Financial Report

| | 2019 £000s | 2018 £000s | 2017 £000s | 2016 £000s | 2015 £000s |
|--|---------------|---------------|---------------|---------------|---------------|
| Prior year actual operating cost | 26,558 | 27,016 | 26,680 | 26,700 | |
| Pay inflation | 793 | 364 | 218 | 320 | |
| Contractual incremental increases | 164 | 161 | 188 | 280 | |
| Employers pension contribution increase | 162 | 0 | 0 | 316 | |
| Employers NI increase | 0 | 0 | 300 | 0 | |
| Living wage legislation | 0 | 0 | 16 | 0 | |
| Modern apprentice levy | 0 | 68 | 0 | 0 | |
| Reduction in technology & abled care project funding | 0 | (150) | 0 | 0 | |
| "No change" operating cost | 27,677 | 27,459 | 27,402 | 27,616 | |
| Actual reported operating costs | 27,075 | 26,558 | 27,016 | 26,680 | 26,700 |
| Operational efficiency savings | 602 | 901 | 386 | 936 | |
| Trading surplus delivered | 45 | 219 | 39 | 117 | |
| Overall efficiency savings delivered | 647 | 1,120 | 425 | 1,053 | |

2018/19 delivered £647,000 of new efficiency savings after investing £190,000 to improve the environment for our service users in our residential facilities. Since 2015 we can now report a total of £3,245,000 of savings delivered after accounting for unavoidable increases arising from pay award, pension costs and changes to Government legislation.

2018/19 was a period of consolidation with the big operational changes from the 2017/18 holistic review all in place and bedding in. These new working practices and role changes transformed how we manage our activity within the company contributing greatly to greater efficiency through more improved utilisation of our staff resource. It should be noted that our savings targets were met despite a material increase in care at home activity over 2017/18, delivered from within our overall fixed contract sum.

This means the additional activity did not involve extra cost from external suppliers in the city thus saving Aberdeen City Council / ACHSCP almost £500,000. This is a significant additional hidden benefit from Bon Accord Care's operations in 2018/19.

Kingswells Nursing Home continues as a significant feature of our operations in 2018/19, and an extensive refurbishment programme took place to meet high quality standards, despite this continuing to operate under provider of last resort status due to unavoidable legal implications in negotiating and completing the purchase of the building.

The refurbishment was completed in April 2019 funded from within our working capital and will be amortised over the life of our new service contract. This has been a major and necessary development that has completely transformed Kingswells into an attractive place for our service users to live.

Financial Report

A further step forward in the management our business was the sourcing and procurement of an IT system that will manage essentially all of our operational activities.

This system will be central to the company driving further efficiencies from our business and more importantly, will contribute to the improvement of the quality of our services and will support the significant move to the outcomes-based service model.

This system will transform how Bon Accord Care operates in the future and is a massive leap forward from the control systems we currently utilise.

Finally, I was pleased to see that we were also able to fund the set-up of a purpose-built Wellbeing Hub. The facility is central to the delivery of wellbeing services to our staff and supports their general physical and

mental health. The facility has been a great success and is fully utilised.

Looking ahead we are well into the 2019/20 business cycle; we have savings targets to be met and a new contract operating model to implement. I am pleased to say that we remain on track to meet our financial, operational and contractual targets for the year.



Alistair MacLean, Finance Director

FINANCIAL HIGHLIGHTS:



**£647K
saved in
2018/2019**



**Contractual
targets met**



**£3.2M savings
delivered
since 2015.**



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

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

