



**Bon  
Accord  
Care**

**Bon Accord Care and Bon Accord Support Services**

**5 Year Strategic Plan  
2017 – 2022**

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## Foreword

I am delighted to present our 5 year strategic plan in which we set out our ambitions and direction until 2022.

The maturity of our company has altered our future course, and while we see the importance of developing trading and focusing on new business, we remain steadfast in playing our role in delivering health & social care services for the people of Aberdeen; fundamentally service users are at the heart of everything we do.

This plan sets out clearly our intention to impact positively on people's lives within Aberdeen. Through partnership, and working in collaboration, with other organisations to deliver these vital services to vulnerable people, we can securely provide quality, efficient and proactive services.

Thank you for taking the time to read the ambition of our dedicated, values driven team.

Regards,  
Sandra Ross  
Managing Director

## Introduction

The strategic plan outlines our ambitions for the next 5 years. It builds upon the solid foundations we have built in the first 4 years of operation by focusing on our 3 strategic aims; delivering our core business, maximising quality and efficiency and delivering innovative services at an early point of delivery.

These strategic aims ensure we remain focused on the task in hand, to deliver health & social care services to the people of Aberdeen.

Our culture is solution focused and reflects our values, delivering service, quality and value with integrity, pride and innovation. The document provides a background of Bon Accord Care and sets out our mission and values on which we operate.

It provides some insight into the risks and considerations surrounding our strategic plan and it highlights the assumptions we have made in building it.

The plan will summarise our ambition around the 3 strategic aims then finally set out an action plan with our intent on delivery.

Each year we will operationalise the plan to ensure we monitor, review and deliver on this ambitious plan.

## About Bon Accord Care

Bon Accord Care is a key provider of Older Peoples Services within Aberdeen City.

An ALEO (Arm's Length External Organisation) of Aberdeen City Council we are comprised of two registered limited companies Bon Accord Care (BAC) and Bon Accord Support Services (BASS). Bon Accord Care contracts directly with BASS which commissions directly with 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.

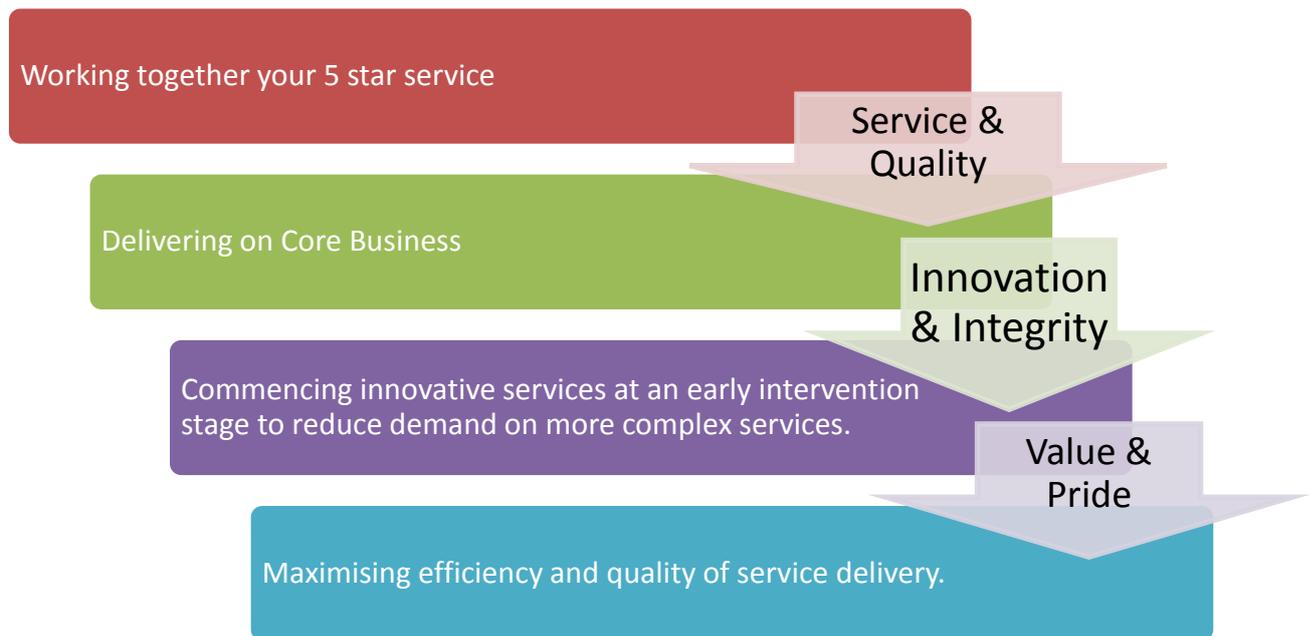
We work with key partners Aberdeen City Council (ACC) and Aberdeen City Health & Social Care Partnership (the partnership) to deliver a range of commissioned services across Aberdeen City.

We provide respite, rehabilitation, care at home, housing support, residential care and community responder service. These services are predominately for Older People although Occupational Therapy (OT), Hillylands Independent Living Centre and the Community Equipment Store provide support to all age ranges within the community. This is through provision of adaptations, specialist assessments and equipment provision which through early intervention strategies helps maintain and achieve maximum independence.

To support our internal staff and partnership colleagues we have a Learning & Development function which ensures that our staff team are skilled and trained to carry out the roles for which we are commissioned. An SQA approved centre, we provide a range of SVQs in Health & Social Care, Business Administration and Modern Apprenticeships.

A more commercial approach is taken through our delivery of domestic services with City Home Helpers and our staff support pool.

## Service Values and Mission



Bon Accord Care is a values led organisation with service users at the heart of what we do, our mission is;

### **'Working together for your 5 star service'**

We consider this mission statement to be a holistic message which incorporates our ambitions to work collaboratively with service users, internal and external stakeholders. Our values are embedded within our culture and provide a framework on which we can base decision making and guide strategy. These values are reflected through polices, procedure and operational practice.

- ✓ **Service**
- ✓ **Quality**
- ✓ **Value**
- ✓ **Innovation**
- ✓ **Pride**
- ✓ **Integrity**

We have focused on 3 key strategic aims:



These core strategic aims keep us focused on the reason for our inception and ensure our future direction maintains this sense of purpose. This strategic plan which sets out our ambitions for the next 5 years maintain these 3 principle aims to provide the same sense of focus and purpose which has proven effective since 2013.

## Strategic Alignment

ACC Strategic Business Plan, refresh 2016-17, states that “*in establishing ALEO’s, the focus remains to support, in the most effective way, the delivery of the policy priorities set out in Aberdeen: the smarter city*”. The document reflects smarter governance, living, people, environment and mobility. While we are aware of the impact and engagement we can have across these priority areas, **Smarter Living (quality of life)** is where BAC can align our strategic priorities to ensure service delivery impacts on the wider aims of ACC.

*“We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.”*

As an ALEO we take responsibility for service delivery, but ultimately ACC remain accountable for the funds used to deliver public services. By ensuring the vision of ACC and the purpose of establishing BAC are paramount, we will deliver services which are responsive to these drivers and ACC can be confident that the funds we are provided reflect best value to achieve this.

As a company we are a provider directed through the Partnership (Aberdeen City Health & Social Care Partnership). The range and scope of these services is determined by our contractual agreements, however as a company we need to be fully aware of the strategic direction of our key stakeholders, in this way we can design current and future service delivery models to reflect their priorities. In addition, we ensure horizon scanning of the macro environment to consider the impact of wider social, economic and political agendas.

Aberdeen City Health & Social Care Partnership Strategic Plan 2016-19 outlines their 9 strategic priorities. It states that their strategic vision, values and priorities which will underpin all their relationships and activities with a strong, shared sense of commitment and motivation to work closely with citizens and communities within Aberdeen while looking to develop flexible services to fit current and future needs. They state the continual aim to deliver **Better Health, Better Care** and **Better Value**. Nine outcomes are identified and what they mean for individuals, communities and the partnership. In addition, it identifies how these will be done and provides evidence of how they (partnership) will know it is making a difference.

*“Our emphasis will be on the health and wellbeing of the individual, the resilience and capacity of communities to engage with and support its residents, investment in our carers, focus on prevention, working collaboratively with all our partner organisations, developing flexible, high quality services and achieving positive outcomes.”* ACH&SCP Strategic Plan 2016-19

The partnership is a key stakeholder for BAC in regard to their directing the commissioned services we deliver on behalf of ACC. Alignment with their strategic and operational direction is essential to ensure that the services we provide now and in the future reflect the outcomes that are to be achieved. Our strategic plan takes cognisance of how BAC can integrate with partners to achieve our part in the overall aim of delivering better health, better care and better value.

## Risk & Analysis

### Key Assumptions

In developing our plan we established a benchmarking base and key assumptions have been made on the environment in which we operate. In developing our strategy we have assumed;

1. Demand for services will increase
2. Complexity of services will increase
3. Costs will continue to increase while finances will continue to reduce
4. We will continue to operate as an arm's length external organisation (ALEO)

BAC needs to be agile, flexible and responsive to the changing macro and micro environment which we operate in. The arena of Health & Social Care is an emotive one in which financial pressures balance against the needs of the most vulnerable in society. The balance of need currently and in future is set to outweigh the financial resource. Difficult decisions and innovative solutions are required if we are to achieve alignment.

A recent report, Social Work in Scotland, prepared by Audit Scotland in September 2016, highlights the message that *“current approaches to delivering social work services will not be sustainable in the long term”*. The report makes key recommendations around social work strategy and service planning, governance and scrutiny arrangements, workforce, service efficiency and effectiveness. It highlights the role of the Council and Integrated Joint Board (IJB) in taking forward these key recommendations.

It articulates the increasing challenges that changes in demographics and financial pressures bring, with an increased need for new ways of working, sharing best practice, increased scrutiny and managing expectations of the public in relation to future service provision. It also expresses the high level of responsibility Elected Members will have in shaping and supporting this future direction.

The establishment of ALEOs has brought with it divided political opinion as to effectiveness, purpose, scrutiny and future viability. BAC is aware of the potential limitations of the company given changing political debates and direction. It could be argued that without Elected Members on the Board of Directors the perceived scrutiny and progress of the organisation is not visible enough with our shareholders to give assurance of the value the company brings; however, the robust scrutiny provided through ACC provides assurance on this.

Our contractual and commissioning arrangements are directed by the structure of our shareholder and the partnership. There is a clear strategic vision of both to have an increased quality of life for all people within Aberdeen through better care, health and value. This will impact on BAC as we continue to provide assurance of the alignment of our own strategic direction with their priorities and ensure we provide quality, value for money services. It is important that our strategic plan takes cognisance of this.

Changes to demographics will impact on increasing service requirements in scope, range and capacity. This will be impacted by a decreasing younger workforce making the recruitment market more competitive. There is, and will continue to be, a strong commitment and engagement with the wider public to establish Health & Social Care as a career of choice, a profession. Challenging the public perception of staff being poorly paid, poorly skilled and poorly valued.

BAC has an experienced, skilled and trained workforce with low staff turnover, managed vacancies and excellent terms and conditions. Although the company has been live since 2013 many staff have decades of experience within the Health & Social arena, known to local communities and acknowledged as skilled providers. We value the contribution that our inter-generational workforce brings and we will continue to focus on recruitment across the range to share knowledge, experience and enthuse a new generation to the valuable career that Health & Social Care is. This will be achieved through SVQ, Modern Apprenticeship, Living Wage Employer, Unison Ethical Care Charter, employee engagement and providing a positive and open culture within our company.

We will continue to focus on providing efficient services which are fit for the future and reflect the priorities of our stakeholders. The commercial opportunities which can impact on the wider social care delivery while reducing our reliance on public funds will be a continued ambition.

We will share the progress, impact and success that BAC has achieved and consider how we can work within the political environment to increase transparency and visibility.

By continued focus on our model of delivery, staff resources and lean structure the ability to compete with other providers within the market will facilitate a stronger position in relation to potential threats.

## **Delivering on our Core Business**

We will look to review, redesign and restructure our current staff function to lead on new ways of working. Expected outcomes will be around supporting service delivery at the right time and format to promote independence. It is anticipated this will flatten the management structure and reduce overall staff numbers, this will reduce the overall cost base for delivery.

In addition we will look to expand the skills and competency based training we deliver. Across the range of providers there is a repetition of resource while a collaborative approach could see savings in resource and a more efficient delivery model in place. In addition shared 'passport' competency based training will facilitate ease of movement for staff without the additional repetition of training.

SVQ capacity will increase with a view to supporting wider legislative changes within the Health & Social Care sector; again we are well placed to support other providers with their requirements.

## **Commencing New & Innovative Services at an Early Intervention Stage to Reduce Demand on more Complex Services**

We are aware of the need to build community capacity to better support vulnerable people to live independently in their homes. While this is by mobilising local communities, the ethos of promoting self-management is paramount for those receiving early intervention or support strategies. We will work to provide all our front line support staff with Enablement training, which is a focused approach on self-management, maintaining independence and support. This training will be available to other provider partners. We anticipate positive outcomes in admission and discharge rates to hospital, reduction in incremental care relating to building dependency and reducing social isolation.

We will look to deliver a lunch club model across sheltered and very sheltered complexes to promote positive nutrition, socialising and independence. The outcomes will be aimed at reducing care at home surrounding meal delivery. The service will have the ability to be self-financing and as such make an impact on resource.

We are aware of the need to integrate and provide support for informal carers through a variety of areas. In particular support groups, training and equipment which can prove valuable resources to help sustain and maintain community resilience and make positive impacts.

We will look to continue to try and source funding to work with other provider partners to consider the benefits of collaboratively working on a responder style service for overnight housing support provision. This would achieve positive resource outcomes for several sources.

The residential services currently reflect a mixed delivery at each site, staff skills are varied and timeframes for progress and outcomes for service users can be mixed. By considering base of excellence, improvements in efficiency, quality and delivery can be achieved.

## **Maximising Efficiency & Quality of Service Delivery**

There will be a strong focus on identification, benchmark and delivering on market competitive unit costs. This will assist in increasing income and our ability to increase capacity. All areas of the company will be looked at to maximise savings and reduce waste and duplication.

Additionally, we will strive to develop the commercial activity we have started and build upon early success. We see the benefits of looking at different operating models for part of the current service delivery to make them more commercial and less reliant on public funding.

## Strategic Plan 2017-21

Strategic Alignment ACC	Strategic Alignment Partnership	BAC Strategic Aim	Target Area	Actions	Stakeholders/ Participants	Timeframe	Expected Outcome
Smarter Living: Quality of Life	Better Care	Deliver on our Core Business	Review, redesign and restructure current staff function	Activity analysis to be completed for all roles	BAC Team	2017/18	Right support delivered at the right time in the right method to promote independence
			New Ways of Working	Operationalize redesign and restructure to implement new ways of working	Union Colleagues	2018/19	Reduced management structure Reduced FTE to deliver services
			Increase capacity of SVQ delivery	Review, redesign and deliver on model which is market competitive in terms of quality and cost	BAC Team	2017/18	Increased volume of delivery
				Deliver programmes which reflect the changing skills, experience and requirements of the sector	3rd and independent sector	2018/19	Increased range and scope of delivery
			Increased capacity of skills and competency based training to meet the needs of changing service delivery models	Benchmark with current competitors for practical skills based training opportunities.	ACHSCP	2018/19	Increased income to impact on savings targets
					BAC Team	2018/19	Ability for staff within Aberdeen City to have access to competency based training which is transferable between partner agencies; reducing overall training costs within the sector
				Engage with partners to consider 'shared' training approaches.	3rd and independent sector	2019/20	Range of competency based training programmes accessible to all partners
				Expand skills base training to reflect new models	ACHSCP	2018/19	Increased capacity and delivery
				Consider skills required for front line social care staff to impact on admission/discharge from hospital		2018/19	
			Service Models	Work with partners to consider how services may be funded collaboratively	BAC Team	2019/20	Very sheltered Housing delivered in more outcome focused approach.
				Work with partners to consider how locality based service provision can be maximised	ACC ACHSCP	2020/21	Reduction in delays in discharge

Strategic Alignment ACC	Strategic Alignment Partnership	BAC Strategic Aim	Target Area	Actions	Stakeholders/ Participants	Timeframe	Expected Outcome
Better Health	Commencing new and innovative services at an early intervention stage to reduce demand on more complex services		Promote the health and wellbeing of the individual, focus on prevention and working collaboratively with our partner organisations	All support workers to have enablement training programme - the programme will be accessible to public, third and private sector partners	BAC Team	2018/19	Reduction in hospital admissions and improved speed of discharge home
					ACHSCP		Reduction in incremental support hours
			Lunch clubs and community meals	Market analysis of need for lunch clubs across sheltered and very sheltered complexes	3rd and independent sector	2017/18	Increased health & wellbeing
					BAC Team		
				Implement lunch club model	ACC		Social and nutritional needs of people met
				Increased accessibility for meals service to people at home	ACHSCP		Self financing model
				Reduced requirement for care to support meal delivery	3rd and independent sector		Reduction in Care at Home around meal delivery support
			Support Informal Carers	Increase respite capacity within care at home and residential based services	BAC Team	2019/20	Reduction in hospital admission
				Provide access to practical, skills based training	3rd and independent sector		Increased community resilience
				Condition based well-being groups with access to OT and other professional support	ACHSCP		
			Hillylands Independent Living Centre	Current equipment purchase and rental scheme to be firmly established	BAC Team	2017/18	Increased revenue impacting on savings targets
				Increase customer base internally and externally to Aberdeen			Increased resilience within communities
				Increase ability to support condition based support groups			Maintain independent, self management skills of people
			Responder service for providers of social care within ACC and wider Local Authority areas	Review current proposal and gain assistance from JIT to increase range and scope to attract funding stream.	BAC Team	2017/18	Funding to be achieved for responder style service to support people overnight within housing support style accommodation
				Continue to engage with 3rd and independent colleagues to ensure proposal gains buy in	JIT	2018/19	Reduction in resource for all providers
					3rd and independent sector		Increased quality of service delivery
					ACC		Integration of 3rd and independent providers
			ACHSCP				
			Residential services	Mapping to reflect locality requirements from bed base.	BAC Team	2017/18	Separate older people Dementia, respite and rehabilitation sites all specialist reflecting efficient and effective local models
				Consider each site (of 4) as centre of excellence/choice	ACHSCP	2018/19	Employer & provider of choice within excellence area
				Review potential for buildings to be asset of BAC .	Union Colleagues	2018/19	Ability to maintain building to meet needs
				Consider services being managed as independent sites, funded accordingly.	ACC	2020/21	Increased efficiency and delivery of services
				Staff training and development to reflect excellence area	Business gateway/legal	2018/19	

Strategic Alignment ACC	Strategic Alignment Partnership	BAC Strategic Aim	Target Area	Actions	Stakeholders/ Participants	Timeframe	Expected Outcome
	Better Value	Maximise Efficiency and Quality of Service Delivery	Unit costs for service delivery are competitive	Benchmark for public, private and third sector unit costs	BAC Team	2017/18	Ability to compete within the market
				Review all current unit costs for each service	ACC		Increased delivery of services
				Identify current commercial rates	Procurement		Reduced reliance on current SLA
				Identify cost pressures and actions to resolve.	ACHSCP		Reduced absence rates
			Overheads are essential and efficient	Relocate Head Office function to more cost effective site	BAC Team	2017/18	
				Commence charging for PVG	ACC		
				Reduction in parking permits to 75% users	ACHSCP Union Colleagues		
			Increase delivery within domestic services	Increase capacity and delivery of City Home helpers	BAC Team	2017/18	Increased scope and range of services for people who are not within social work eligibility criteria
				Implement laundry service		2018/19	
			BAC Agency	Build capacity in external areas and roles within support pool	BAC Team	2017/18	Reduction in internal agency use
				Establish customer base	ACC	2018/19	Increased external income
				Establish customer base in external locations	Union Colleagues	2018/19	Increased market penetration
				Establish stand alone company	Business gateway/legal	2020/21	Increased income
			L&D as charity status	Undertake market research to establish ability of L&D to be set up as charity arm	BAC Team	2018/19	Increased ability to access funding to support training and skills development across the City for formal and informal carers
				Consider range of additional funding opportunities which could support the venture	ACHSCP	2019/20	Service becomes self financing reducing any reliance on commissioned contract
				Consider wider influence on public, 3rd & private providers that a charity based training organisation could provide	3rd and independent sector Business gateway/Legal	2019/20	Reduction in resources required across the city for training impacting on cost of actual service delivery
			Longevity and stability of BASS and BAC	Research with legal and shareholder potential for BASS and BAC to become 'STAFF COOPERATIVE' status	BAC Team	2017-2022	Company which is owned and run by the employees
				If ability to progress gain staff and union engagement, consultation and collaboration	ACC	2021/22	Ability for company to be self financing through accessing tender and contractual opportunities for delivering social care
				Assign project manager	Business gateway/Legal		Ability to develop as commercial enterprise
				Consider all contractual obligations and risks			Ability for terms and conditions to reflect staff ownership and be directed by staff team.
				Shareholder to identify appetite for risk, reward and purpose of the ALEO			