



our care comes
from the heart

Annual Report 2020



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Welcome from the Chief Executive

In 2019-2020, BCOP took some significant steps forward in line with our strategic objectives.

We introduced Nourish, an electronic care planning system to reduce the amount of time nursing home staff spend on paperwork and increase the time spent on delivering care; we renegotiated our maintenance contracts and completed a maintenance resource review; and we reviewed our values and brand identity to ensure that our public image reflects the reality of BCOP's forward-thinking approach to care today.

In the summer, Neville Williams House retained its 'Good' CQC rating following inspection, cementing BCOP's reputation for high quality care.

However, the end of the financial year coincided with the beginning of the Coronavirus pandemic, which had a rapid, significant

impact not only on our residents, tenants and staff as individuals but also on the organisation itself, forcing us to adjust our ways of working overnight to combat the spread of the virus.

Sadly, a number of residents passed away due to Covid-19 in the first wave of the pandemic, however over 70% of residents suspected or infected with the virus pulled through.

I want to thank all our staff for the way they have responded to this unprecedented situation. I have been truly humbled by the dedication, strength of character and kindness that our team has shown right from outset of the pandemic, which has been recognised by families, regulators and commissioners alike.



Welcome from the Chair of Trustees

'Working in Partnership' is one of BCOP's newly expressed values, and this was certainly in evidence throughout the year.

The Staff Meet the Board event in autumn 2019 afforded us an opportunity to come together to discuss key issues facing the organisation and agree ways in which to build on our knowledge sharing, collective thinking and shared planning processes in future years.

Collaboration and partnership with our residents, tenants and their families too, has always been at the heart of BCOP's approach and has been so important to us, when preparing to meet the

challenges of the Coronavirus pandemic in March and beyond.

On behalf of the Board I would like to express our gratitude to everyone for their understanding and support.

Finally, again on behalf of the Board, I particularly want to thank all BCOP staff for their hard work during this year, may I convey to each of you our pride and admiration for the commitment and resilience you have shown during these extremely difficult times.



About us

Founded in 1946, BCOP is a charity supporting older people in Birmingham, proud to enrich the lives of our residents and tenants every day. The relationship our staff have with those they care for deepens over time, creating rich communities known for their homeliness and warmth, where everyone feels safe and protected.

Nursing care

High dependency nursing

Dementia

Transitional or episodic care after hospital discharge

Respite care

Quality of care

All 3 homes are rated 'Good' by CQC

Carehome.co.uk review scores:

- Anita Stone Court: **9.9**
- Neville Williams House: **9.8**
- Robert Harvey House: **9.8**
- BCOP was recognised as a **Top 20 Recommended Care Home Group 2020 in the Midlands**
- Anita Stone Court was recognised as a **Top 20 Recommended Care Home 2020 in the Midlands**

Occupancy

96%

Repairs & maintenance spend
£240,087

Housing

Housing for over 60s or over 55s with disabilities

Supported Living with an on-site manager

Independent Living

Flats, bungalows and houses

Accommodation offered based on support needs

Quality of service

Support given to residents with shopping, and welfare calls during the first lockdown received very positive feedback

Occupancy

92.7% - Reflects persistent voids at Edgcumbe Court and impact of pandemic

Repairs & maintenance spend
£163,995

Compliance work completed; some scheduled works delayed due to pandemic

3 nursing homes

4 supported living housing schemes

6 independent living housing schemes

Map of services

BCOP Nursing Homes

- 1 Neville Williams House
- 2 Robert Harvey House
- 3 Anita Stone Court

BCOP Supported Living Schemes

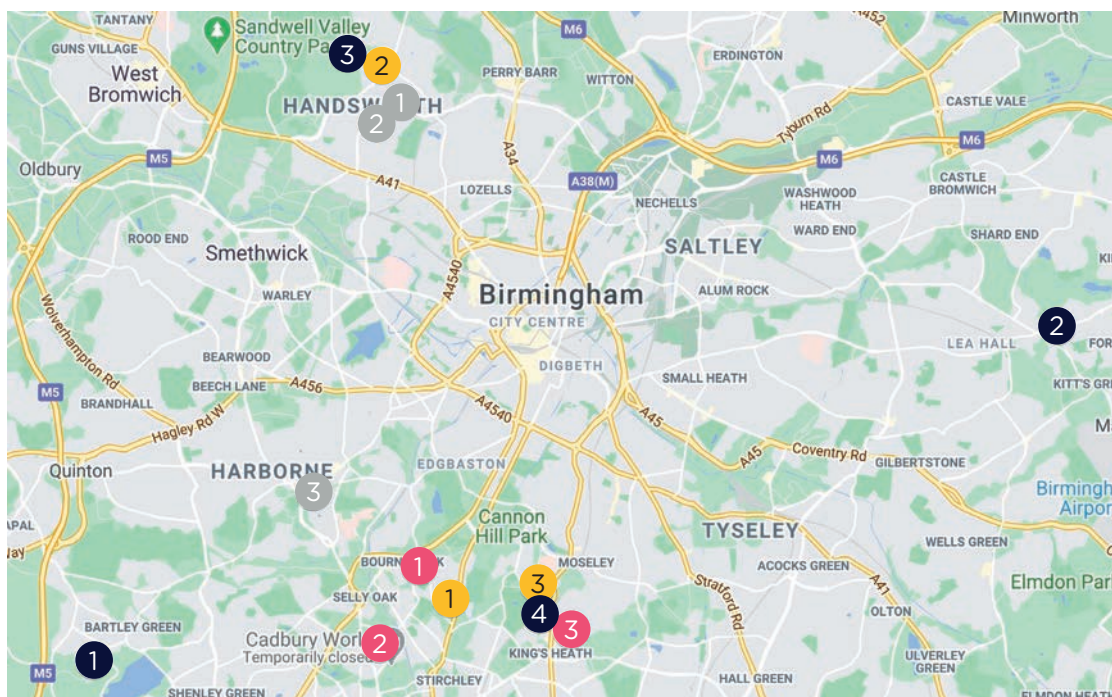
- 1 Edgumbe Court
- 2 Harvey Court
- 3 Whitley Court
- 4 Anita Stone Court

BCOP Independent Living Schemes

- 1 Frew Lodge
- 2 Walford Turner Homes
- 3 Yeoman Hopkins Homes

Independent Living Schemes managed by BCOP

- 1 Emma Ball and Rolason Almshouses
- 2 The Newman Trust Homes
- 3 Wiggin Cottage Homes



Neville Williams House



Robert Harvey House



Anita Stone Court



Edgumbe Court



Whitley Court



Harvey Court

Our values

Since its foundation in 1946, the services provided by BCOP have evolved considerably; however, the care and commitment shown by staff, Trustees and volunteers to the older people of Birmingham remains second to none. The consultation exercise we undertook this year with staff, relatives and stakeholders helped to crystallise the BCOP approach into these four values that underpin our work today.

People at the heart of everything we do

Working together to provide the best support

Adapting to our residents' needs

Little things matter

With this shared understanding of what makes BCOP staff and services unique we can promote our services to potential residents, tenants, staff and other

stakeholders with confidence, ensuring we remain at the heart of the communities we serve for another 75 years.

Our inclusive approach meant that we got residents involved in designing the heart that would feature at the centre of our new logo - over 30 residents took part from across the three nursing homes.

We selected a heart drawn by Sheila Ward, a Robert Harvey House resident - it had real personality and panache! Sheila was a keen artist, who sadly passed away in April 2020.

Her daughter said **"I am delighted that you have chosen Mom's heart to become the BCOP heart... this is a beautiful tribute to her and her time at Robert Harvey."**



Sheila Ward



Strategic objectives

BCOP's core business is in providing care: this accounts for around 84% of our turnover and is our key strength in an increasingly challenging and competitive marketplace.

Key achievements in 2019-2020

Our five year strategy for 2018-2023 is based on our three strategic objectives: **Strong Social Purpose**, **Strong Social Business** and **Strong Performance** in order to future-proof the organisation.

Good quality services

All 3 homes rated Good by CQC.

Introduced approach to flex staffing levels to occupancy.

Started to roll-out a new electronic care planning system in our nursing homes.

Extended the Discharge to Assess beds contract at Robert Harvey House with Birmingham and Solihull Mental Health Trust, and agreed to spot purchase of those at the other two homes.

Responded swiftly to the Covid-19 crisis, restricting access to the homes from 12th March, ensuring 76% of our residents with suspected or confirmed virus survived the first outbreak.

Business resilience

Operating Surplus increased by 70% and turnover by 5.7% on the previous year.

Centralised income collection at our Support Office to improve credit control and develop better relationships with commissioners.

Reviewed pension provision and investment strategy.

Strategies for assets and resources in line with organisational purpose

Completed an external review of the Direct Labour Operative (DLO) function and set up an on-call service for out of office hours and weekend emergency repairs.

Completed an external review of our IT infrastructure and purchased new devices, helping to maintain business continuity during the pandemic for office-based staff.

Meet future demands: People at the heart of our service

At 25%, staff turnover remained significantly below the sector average of 30.8% (Skills for Care, 2019).

Reduced the use of agency staff to 7.5% of total staff hours vs. 7% target.

Delivered more training through e-learning and workbooks, rather than face-to-face, due to the Covid-19 situation.

Communications

Simplified our values, to promote and enhance our strong working culture, attitudes and behaviours.

Making an impact

In 2019-20, BCOP provided a home to 341 people across our schemes as well as managing 10 units on behalf of other charities.

Care homes
130
units

200
people

Housing
150
units

141
people

280
total units

341
people in total

Spotlight on nursing care

Janet Galloway is BCOP's Head of Care & Quality, supporting the nursing home managers and their teams to deliver the excellent care for which BCOP is renowned.

How are BCOP's values reflected in the support we offer older people at our nursing homes?

During these unprecedented times, doing little things to enrich the lives of our residents has never been more vital, especially when family visiting has been so constrained. We always feel part of our residents' extended family, keeping not only the residents, but their relatives, at the heart of all we do. Throughout the year, I saw many real-life examples of our teams living the BCOP values and this is certainly recognised and appreciated by the families of our residents.

"I cannot believe the difference the care here has made. Staff are all so caring, kind and just so friendly. They are always smiling and I think this has made such a difference to my mum's quality of life."

Daughter of a Neville Williams House resident, June 2019

What were the key issues facing nursing care providers in 2019-2020 and what impact did they have on our residents and BCOP as an organisation?

Like the rest of the world, our greatest challenge in 2019/2020 came towards the end of the year, as the pandemic hit – keeping people safe, ensuring a continued high level service for all of our residents, and responding to the pace and volume of change. We could not have done this without the stoic support, patience, understanding and input from our BCOP relatives – they have been an integral part of how we have been able to respond to such a distressing period in the nation's history – we have truly all worked together we will be forever grateful for their faith in us.

How did BCOP respond to these challenges and what impact has our response had?

BCOP, like all providers, had to adjust and react very quickly to the pandemic situation in the closing months of 2019-2020! We have been privileged to learn from those who lived through two world wars exactly what the 'Dunkirk spirit' is. The changing circumstances led us to increase our focus on risk assessments, and the teams adapted well to moving many interactions online – with relatives, healthcare professionals, colleagues, commissioners and regulators – to ensure care remains consistent for our residents. However, all of our responses have put our people at the heart of what we do, to ensure we maximise the bedside care time our teams are able to provide.

What are BCOP's plans for nursing care in 2020-2021?

2020/2021 will continue to present very challenging issues for us to work through, as a result of the pandemic. At a time when many providers have found the strain economically unviable and have been forced to close their doors, we must now all work together to preserve our standards, keep living our values, and ensure that we continue to provide the highest possible service; our teams at BCOP have more than demonstrated they are up for the task!



**Visiting pod at
Anita Stone Court**

Nursing home news

Anita Stone Court residents and local children work in perfect harmony

Residents at Anita Stone Court took part in a brand new intergenerational music therapy project funded by Music Therapy Works. The 12-week project gave residents and school children from Dame Ellen Pinsent School the opportunity to make live music together. Similar schemes have been proven to benefit both the older people and children taking part – increasing understanding between the generations, prompting conversation and encouraging nursing home residents to be more active as they engage with the children and feel more motivated to get up and about.

Electronic Care Planning at Neville Williams House

The Nourish electronic care planning system was introduced to Neville Williams House in February 2020. Rather than completing paper records, staff carry the Nourish handsets with them and record care interactions in real-time, freeing them up to spend more time with residents. Feedback from staff has been very positive and the system will be rolled out to the other homes during 2020-2021. We thank Baron Davenport's Charity, Edward Cadbury Trust and the Lillie Johnson Charitable Trust for their generous donations towards this initiative.



A trip down memory lane for Robert Harvey House residents

In February 2020, several residents from Robert Harvey House had an enjoyable visit to the National Trust's Back to Back houses in the heart of Birmingham's theatreland. They are the only surviving back-to-back houses in the city, where there were once tens of thousands. Our residents were able to reminisce over a cuppa and cake in authentic surroundings.



Spotlight on housing

Kay Workman is BCOP's Housing & Charitable Services Manager; she is responsible for allocating accommodation, administering our charitable grants scheme, and leading the team providing practical support to tenants at our Supported Living Schemes.

How are BCOP's values reflected in the support we offer older people through our Independent Living and Supported Living Housing Schemes?

The Housing Team prides itself on building good working relationships with our tenants, based on trust and mutual respect:

- ✓ **Producing a quarterly newsletter to keep tenants and their families up-to-date with BCOP news and events that are taking place at other schemes**
- ✓ **Making sure tenants' relatives and friends feel welcome and often include them in events and activities**
- ✓ **Encouraging tenants to talk to us if they have any concerns or problems**
- ✓ **Signposting tenants to other organisations for advice, such as Age UK Birmingham**

Getting to know our tenants well means we are able to offer practical support to our tenants including:

- ✓ **Helping them apply for benefits**
- ✓ **Liaising with their health professionals or social services**
- ✓ **Working to ensure tenants at our Supported Living Schemes do not feel alone or unsupported**






“
I have worked for BCOP in a number of different roles since 1999 and hope that my experience, passion and empathy for working with the elderly all these years has helped to make a difference to the lives of some of our tenants.
”

What were the key issues facing housing providers in 2019-2020 and what impact did they have on our tenants and BCOP as an organisation?

2019-2020 saw changes to housing legislation and regulations, the publication of the report into the Grenfell disaster and changes to the benefits system, which all had an impact of BCOP and our tenants.

We introduced additional Health & Safety inspections:

-  **More frequent Water Hygiene Risk and Fire Risk Assessments**
-  **Additional maintenance procedures**
-  **Installation of additional fire proofing and new fire doors**

While this additional work and the extra service contractor visits did significantly increase our costs for the year, we managed to keep any disruption to tenants to a minimum. We introduced automatic door closures at some schemes as some of our frailer tenants were finding the new fire doors too heavy to open.

We are fortunate that we have no high rise buildings or cladding on any of our properties to cause concern. However, in light of the report into the Grenfell disaster we reviewed our evacuation strategies.

We now have:

-  **Personal Emergency Evacuation Plans in place for those tenants who are unable to mobilise without assistance**
-  **Regular discussions about evacuation and fire procedures in tenant meetings and coffee mornings**
-  **Pictorial signs ready to display in each property, to remind tenants what to do in the event of a fire**

The changes to Universal Credit caused financial hardship to tenants who were under state pension age and, unfortunately, in some cases, left them with no option but to move into cheaper accommodation.

As a result, we're working even more closely with potential new tenants to make sure they can afford the rent in the long term.

While the process for offering suitable accommodation might take a little longer, tenants have the peace of mind knowing they will be able to remain in their new home for as long as they want.

What are BCOP's plans for housing in 2020-2021?

The welfare and wellbeing of our tenants is central to all we do. Our plans for 2020-2021 include:

- Developing Tenant Support Profiles for those tenants who request one at our Supported Living Schemes to give healthcare professionals and other support services, such as Amica24, quick access to the details they need in the event of an emergency.
- Introducing a new Welcome Pack and Tenant Guidebook to complement our Tenancy Agreements to give tenants all the information they need to feel at home and part of our community from the moment they move in.
- Continuing to review our service contracts to get best value for money without compromising standards, to keep our residents safe and secure, and rents as low as possible.

Our staff

In total we employ 232 dedicated staff, 90% of whom are based in our nursing homes. We work hard to attract people who embrace our values and provide consistently high quality care and support for everyone who uses our services. Our staff are professional, caring and kind; the reviews we received throughout the year from relatives and friends of residents are testament to this.

Staff wellbeing and welfare is a high priority for BCOP and has been of paramount importance throughout the pandemic.

The Workforce Development Manager has been able to signpost staff to financial and wellbeing support through the BHSF benefits scheme, the Care Workers' Charity and other organisations, and the Senior Management Team has responded quickly to suggestions from frontline staff to improve support and ways of working during this difficult time.

Being an ethical employer also involves looking after our staff financially. In 2019/20 we implemented a 1.5% pay increase across the organisation to maintain pay differentials and to keep pace with other providers in the social care sector and national minimum wage (NMW) requirements. As a result of this and the increases in workplace pension contributions, our payroll costs increased in the 2019/20 financial year.



Catering

"I am immensely impressed with the care given to my friend. All staff (whether nursing, caring or support) delivered very professional care, but it came over as very natural - more like they were caring for a favourite relative in her own home!"

Friend of Neville Williams House resident, February 2020

"Robert Harvey House is a wonderful care home. The management and all the staff are fantastic. The care and support that they have given my husband and myself are truly excellent. One word I can tell you is Robert Harvey House and all the team are outstanding."

Wife of Robert Harvey House resident, January 2020

"I have been very impressed with the standard of care my mother has received. The staff are warm and friendly and the place is spotless. Mum always seems happy and relaxed (and well-fed!). I couldn't ask for more."

Daughter of Anita Stone Court resident, February 2020



Nursing



Activities

Our Board

The Board is responsible for overseeing our strategic direction, ensuring that we meet legal and regulatory obligations, and gaining assurance about the charity’s operations.

Our Trustees have a duty to make sure we meet our core purpose as a charity and that we are doing all we can to achieve our aims. They review performance and ensure that robust systems of accountability and control are in place.

Staff Meet the Board event

In the course of 2019-2020, BCOP’s Board set out to strengthen their links with all staff, and with those working in frontline roles in particular, to develop a two-way dialogue which will enable greater use of the combined experience and expertise of Board members.

The Staff Meet the Board event was held in September 2019. It was facilitated by Brian Toner, Chair of the Board, and Caroline Cooban, BCOP Chief Executive, and attended by team leaders from across the organisation.

Small group discussions took place, each facilitated by a trustee who then presented back at a final plenary session. Informal feedback from staff was very positive; suggestions for future events included running a longer session with more time to talk to trustees and colleagues, and the opportunity to participate in multiple groups and find out about activities across the whole organisation.



Brian Toner & Caroline Cooban



How we look after our buildings



Reducing the use of agency staff



New electronic care planning



Creating a sense of community in our homes

Board of Management



John Bennett



Caroline Cooban
Chief Executive



Adrian Jones
Chair of Audit Committee



Brian Toner
Chair of Board



Dr Nicola Bradbury



Kathy Halliday



Gill Maidens



Neville Topping
Chair of Operations Committee

Tributes to former Board members

This year, we are sad to report the loss of three former BCOP Trustees, Sheila Dixon, Patricia Whitley and Diane Gagnon. BCOP benefitted enormously from their expertise and we extend our sincere condolences to their friends and families.

Sheila Dixon, Board Member and Trustee, November 2012-June 2016

Sheila was a trusted and much respected colleague and contributor to BCOP for many years, including serving as Trustee for nearly four years. She was passionate about the clinical excellence of BCOP's care, reflecting her own nursing background.

Sheila was Head of Mental Health and Learning Disability Nursing at University of Wolverhampton, and although she stepped down from the Board due to work commitments in 2016, she continued to contribute to BCOP by joining the appointment panel of BCOP's current Chief Executive in the summer of 2016, and acting as a 'critical friend.'

Sheila sadly passed away on 18th May 2019. Our thoughts are with her husband Keith; her sons, Tim and Tom; and the wider family circle.



Mrs Patricia Whitley, Chair, Trustee and then Board Member, 1967-March 2010

For over 39 years, Mrs Whitley played a crucial role in the development of BCOP, and was a resident at Robert Harvey House during the latter months of her life. Her involvement with the charity began in the 1960s and she eventually became Chairperson, overseeing the charity's diamond jubilee celebrations in 2006.

The supported living scheme built next to Robert Harvey House, opened in 1993 and is named 'Whitley Court' in recognition of her longstanding commitment to BCOP and older people in Birmingham.

Mrs Whitley is dearly missed by the staff at Robert Harvey House, particularly those who had known her for years as a trustee before she was a resident.

In the words of Anita Stone, her friend and former fellow Board member, she was always courteous and gracious – 'an old-fashioned lady, in the nicest possible way'.



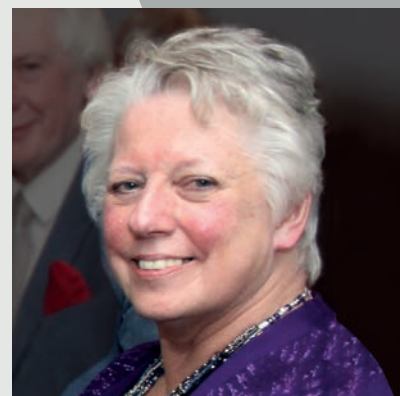
Diane Gagnon, Chair, Board Member and Trustee, April 2004-March 2017

Diane was a long-standing and highly valued member of the BCOP family, who was appointed Chair in October 2006.

Diane's maternal grandparents used to go on BCOP trips in the old days and were once spotted in the background of an old photograph in one of our brochures!

With her strong, independently-minded, compassionate nature, Diane steered BCOP through a number of key changes during her tenure as Chair, including an increased focus on the provision of high quality nursing care homes. Caroline Cooban, CEO, reflected that "Diane gave many years of dedicated service to BCOP; we hope to pay our respects at a memorial service planned for 2021."

Diane passed away at home on 2nd December 2020 with her family by her side, having fought stoically against a long illness. Diane is survived by her husband, Wilf, daughters Joanne and Caroline, granddaughter Lucy, and the wider family.



Value for money

As a charity, we invest any profit back into the organisation to improve the services we offer. While future funding models for both supported housing and social care, as well as the impact of the Coronavirus pandemic, will create challenging times for us, we are nevertheless committed to demonstrating value for money to our stakeholders across all aspects of our business.

In 2019-20 we set ourselves targets outlined below, as benchmarked against other organisations of a similar size.

STAFF SICKNESS ABSENCE

3.4%

in 2019-20 vs 4.4% in 2018-19

We aim to keep sickness absence below the sector average of 4.8%



STAFF TURNOVER

25%

in 2019-20 vs 20% in 2018-19

Our target was to keep below the sector average of 31% (Skills for Care 2019)



OVERHEAD COSTS AS % OF GROUP TURNOVER

12.47%

in 2019-20 vs 12.5% in 2018-19

Our aim is to keep these costs below 13%



SUPPORT OFFICE COSTS AS % OF GROUP TURNOVER

10.4%

in 2019-20 vs 9.4% in 2018-19

Our aim is to maintain these costs below 12.5%



REPAIRS/MAINTENANCE SPEND

£240,087

in 2019-20 vs £163,995 in 2018-19

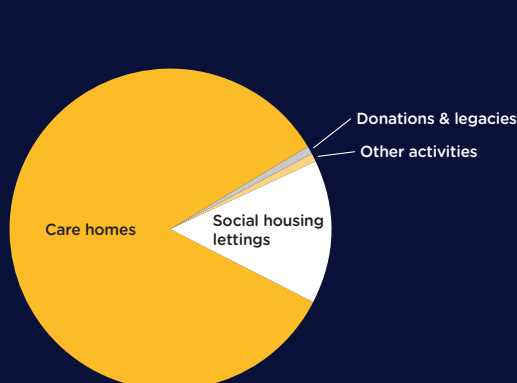
We had budgeted to spend £156,526 on maintenance in 2019-20



Consolidated statement of comprehensive income

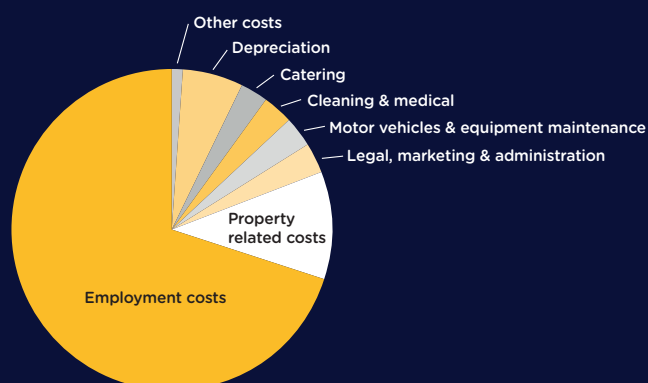
for the year ended 31 March 2020

	2020	2019
	£	£
TURNOVER	7,814,324	7,395,439
Operating Expenditure	(7,491,134)	(7,205,548)
OPERATING SURPLUS	323,190	189,891
Fair Value movements on investments	(217,232)	45,004
Interest receivable and other income	50,636	51,668
Interest payable and similar charges	(111,247)	(112,175)
SURPLUS FOR THE YEAR	45,347	174,388
OTHER COMPREHENSIVE INCOME/EXPENSE		
Remeasurement of SHPS pension obligation	(52,000)	75,000
Actuarial gains/(loss) in respect of defined benefit pension scheme	528,000	(219,000)
OTHER COMPREHENSIVE INCOME/EXPENSE	476,000	(144,000)
TOTAL COMPREHENSIVE INCOME	521,347	30,388



Income 2019-2020

	£	%
Social housing lettings	1,146,690	14.7
Care homes	6,557,540	83.9
Donations and legacies	62,669	0.8
Other activities	47,425	0.6
Total	7,814,324	100



Expenditure 2019-2020

	£	%
Employment costs	5,277,400	70
Property related costs	850,300	11
Catering	236,800	3
Cleaning & medical	213,400	3
Motor vehicles & equipment maintenance	204,900	3
Legal, marketing & administration	211,900	3
Depreciation	454,700	6
Other costs	41,700	1
Total	7,491,100	100

Support us

BCOP has made a difference to many lives since it began in 1946 and your donation, however big or small, can help us continue to do so. All donations and gifts we receive help us to provide facilities and therapeutic activities that enrich the lives of the older people we support, including those living with dementia.

Donate direct to the nursing homes

Each nursing home has a Residents Fund that you can donate to – contact the General Manager of the home for more details.

Send us a cheque made payable to BCOP

If you are a UK tax payer, please ask us for a Gift Aid form which will make your donations worth 25% more to us at no extra cost to you.

Leave us a legacy in your will

Remembering us in your will is tax free and easier than you think. It will make a direct difference to the lives of older people in our care. See: www.bcop.org.uk/legacies/

Your support is deeply appreciated.

For more information about ways you can support us, please email Ellie Ahmed, Communications Coordinator, at ellie.ahmed@bcop.org.uk

“...the staff, who I can’t praise enough, tended to [my mom’s] every need with courtesy and professionalism. The care is of the highest standard. Absolutely outstanding, I would recommend this home to anyone.”

*Son of a Robert Harvey House Resident,
January 2020*

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www.bcop.org.uk

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