



Our care comes
from the heart

Annual Report 2021



Contents

Welcome from the Chair of Trustees	2
Welcome from the Chief Executive	2
About us	3
Our services	4
Strategic objectives	5
Our year in pictures	6
Our staff	7
Our Board	8
A helping hand	9
Value for money	10
Consolidated statement of comprehensive income	11



Welcome from Chair of Trustees, Brian Toner

Covid-19 continues to have a devastating impact on the provision of care and support services to older people and has exposed further the weaknesses in the current social care system.

Throughout 2020-2021, BCOP made rapid adjustments to its services in response to the pandemic. The Board wish to acknowledge the significant sacrifice made by our residents, families, staff and supporters and the impact of restrictions during this time. Staff have worked diligently to maintain person-centred care and foster a sense of 'normality' for all our residents.

The Trustees are confident that the actions taken during the year will enable BCOP to remain sustainable

and that the progress made on planned strategic projects will ensure the charity's future development.

If I may, I want to say a personal thank you to all the team at BCOP and the Board of Trustees for their support. I also want to thank those staff who, due to the implications of COVID, have had to leave us; your contribution during your time with us has been recognised and appreciated.

Finally, let us hope that 2021-2022 brings us all a greater sense of stability and wellbeing.



Welcome from BCOP Chief Executive, Caroline Cooban

The Covid-19 pandemic meant that 2020-2021 was a year like no other.

Focused on keeping everyone safe and providing high quality care to our residents and tenants, we ensured we had adequate quantities of PPE, continued with enhanced infection control measures and implemented the Government's testing and vaccination programmes.

Despite the restrictions on visiting, residents maintained regular contact with their families through video calls, telephone calls, garden visits, visiting pods and regular family bulletins. We championed the introduction of essential and nominated visitor status to support the physical and mental wellbeing of residents.

Sadly, during the first outbreak, we did lose a small number of residents and our thoughts are with all those

who lost loved ones and continue to face the impact of the disease.

We want to say a huge thank you to residents and their families for their goodwill and understanding, and to colleagues at every level for working tirelessly as a team to support our BCOP family.









May 2021 marks 75 years since BCOP was established; while there have been considerable changes in our services, sites and staff over that time, our reputation as a well-respected local organisation caring for local people has never dimmed. Galvanised by the challenges of recent months, we are ready to embrace the challenges of the next 75 years with the collaborative and pioneering spirit we're known for.

About us

We are BCOP, a charity established in 1946. We support older people, both in our nursing homes and through our supported housing and independent living schemes.

We're proud to enrich people's lives every day by treating each person as an individual, helping them to feel cared for and respected. Our relationship with those we care for deepens over time and we've created a rich community, with a lifeblood of homeliness and warmth where everyone feels safe and protected.

Our aims

-  To operate homely nursing homes and provide good quality care to residents including high dependency nursing, dementia care and end-of life care provision.
-  To respond to individual need, seeing the person first and not just their condition or chronological age.
-  To offer transitional or episodic forms of care to assist discharge from hospitals, provide respite for carers, or day care for individuals living in the community.
-  To balance social needs by combining funding from the public sector with contributions from individuals.
-  To provide good quality social housing for those over 60 or over 55 living with disabilities, so they can live either with support or independently, according to their needs.
-  To work in partnership with like-minded organisations to have a wider impact in the community.
-  To maintain the pioneering spirit with which BCOP was first established in 1946, continually looking for ways to improve the care we offer.
-  To ensure that our charity is financially sustainable, able to support older people for the long term.

Our services

BCOP Nursing Homes

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

BCOP Supported Living Schemes

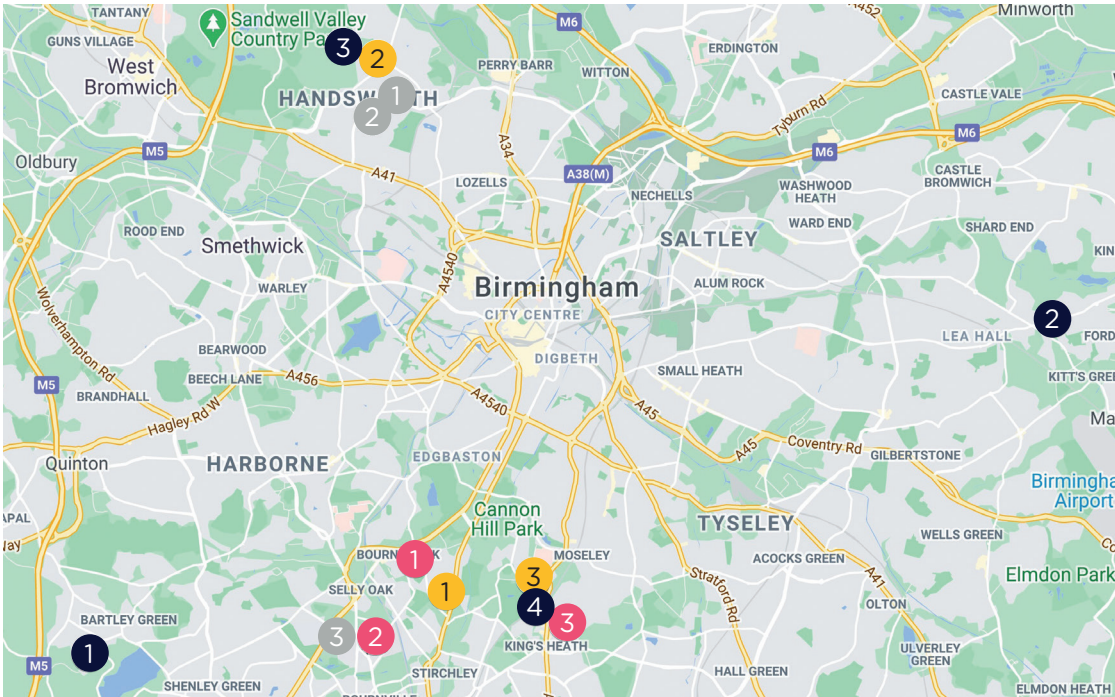
- 1 Edgcumbe Court
- 2 Harvey Court
- 3 Whitley Court
- 4 Anita Stone Court

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



Edgcumbe Court



Whitley Court



Harvey Court

Strategic objectives

Our three strategic objectives are:

- 1 Strong Social Purpose
- 2 Strong Social Business
- 3 Strong Performance

Key achievements in 2020-2021

Priority 1: Ensure the viability of good quality services

All 3 homes maintained 'Good' rating by CQC.
Robert Harvey House recognised as a Top 20 Care Home in the West Midlands by carehome.co.uk
Completed roll-out of a new electronic care planning system in our nursing homes.
Responded swiftly to the first signs of Covid-19 outbreak in March 2020 and avoided major outbreaks in nursing homes during the second and third waves of infection, receiving positive feedback from families on our response to the pandemic.



Priority 2: Ensure business resilience

We experienced a reduction in turnover and occupancy levels in our nursing homes due to Covid-19; however, we were able to successfully claim government grants and reduce non-essential expenditure, resulting in a 67% increase in our operating surplus compared to the previous year.
Secured Coronavirus Business Interruption Loan as a precautionary measure.
Met loan covenants from bank.

Priority 3: Develop clear strategies for assets and resources in line with organisational purpose

Achieved 'high' compliance on care home health & safety inspections.
Commissioned a Stock Condition Survey to better understand the future needs of our properties.
Began implementation of 3 year IT and Digital Strategy.

Priority 4: Improve our ways of working to ensure that we are better able to meet future demands

At 18.5%, staff turnover remained significantly below the sector average of 30.8% (Skills for Care, 2019).
Reduced the use of agency staff to 4% of total staff hours vs. 7% forecast.
Started to implement the People and Workforce Development Strategy 2021-2023.
Recruited 3 new Board members to enhance the skillset of our Board of Trustees.

Priority 5: Communications

Began the roll-out of new communications strategy to embed our values internally and increase visibility and awareness of BCOP within Birmingham.

Making an impact

In 2020-2021, BCOP provided a home to 341 people across our schemes – 200 in our nursing homes and 141 in our housing schemes. In addition the group supports 2 shared ownership units and manages 10 units on behalf of others.
The pandemic adversely affected our occupancy levels and we restricted maintenance and repairs to essential or emergency works only.

Occupancy	Repairs & maintenance
85%	£15,411
nursing homes	nursing homes
81%	£6,994
housing schemes	housing schemes

Our year in pictures

April 2020



The Easter Bunny getting vaccinated at Neville Williams House



New tenants Eddie and Maureen moving in



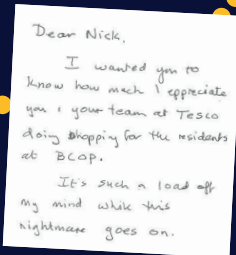
Robert Harvey House residents taking part in a 'Summer Holidays' reminiscence activity



Residents at Robert Harvey House and Anita Stone Court enjoying the activities on offer



Anita Stone Court's visiting pod, built and decorated by staff



Letter of thanks from a tenant for supermarket deliveries arranged by BCOP Housing Services

"Your dedicated team cared for Mom with dignity and respect and were always helpful and understanding. With visiting restricted due to lockdown you always arranged everything possible to assist with contact and we will always be thankful for the Christmas arrangements that enabled us to see Mom, which at the time we didn't know would be for the last time. That is now a comfort and a happy memory for us to treasure."

Daughter of Robert Harvey House Resident, February 2021



VE Day display at Whitley Court



Christmas festivities



The Nourish e-care planning system is now in place across all of our nursing homes



A Robert Harvey House resident visiting the on-site pet farm



A guide to Essential Resident Visits during covid-19 restrictions

BCOP supported the introduction of Essential Resident Visitors

March 2021

Our staff

"No-one can understand what we went through during the pandemic unless they were actually there, working in the nursing home - how scary it was, how much we worried about catching the virus and bringing it home to our families... coming into work however much we didn't want to..."

Debbie Sigston, General Manager of Neville Williams House

Covid-19 posed significant challenges to every care and housing provider. The courage, compassion and resilience shown by our frontline staff during that period was exceptional. Staff had to continually adapt to government guidance that was changing almost daily, wear uncomfortable PPE for long periods of time, adapt the daily routine and activity of the nursing homes to minimise the risk of virus transmission, facilitate video calls or pod visits for residents and cope with the administrative burden of regular testing.

Support Office staff, and in some cases, their spouses, were heavily involved in sourcing and delivering PPE to the nursing homes and facilitating grocery deliveries for our tenants during the lockdowns. In October 2020, we ran a Staff Wellbeing Survey, to understand more about the impact of the pandemic on our staff and any actions staff felt would support their wellbeing.

Our survey said...

8 out of 10

would recommend BCOP as a good place to work

9 out of 10

were happy in their job and felt supported by their manager

70%

had trouble switching off after work, felt worn out or emotionally exhausted at least some of the time due to Covid-19

Over a third of staff responded

Staff suggestions to improve our ways of working



Staff photo ID cards

ACTIONED



More use of online training

ACTIONED



Provide staff with scrubs as uniform

ACTIONED

Our highest ever response

88% of respondents work in our nursing homes

Our Board

The Board is responsible for overseeing our strategic direction, ensuring that we meet legal and financial obligations, and by 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.

This year, we were pleased to welcome three new trustees to our Board – their appointment strengthens the Board’s expertise in care home and housing design, strategic planning, marketing and evaluation, and regulatory compliance.

Board of Management



Debbie Sizer
Appointed Nov 2020

Debbie Sizer

Debbie has devoted the last 15 years of her career in the Care and Retirement sector to improving the choice and quality of housing and care options available to older people, by working with organisations to unlock various ways of funding a range of new and innovative housing with care.

In addition to serving on the BCOP Board, Debbie also volunteers as an ambassador for the Alzheimer’s Society.



Tapshum Pattni
Appointed Nov 2020

Tapshum Pattni

With a career in social care spanning over 40 years, Tapshum has experience of working in both statutory public services and the voluntary sector. A qualified social worker with an MBA in public sector management, Tapshum served as Executive Assistant Director of Social Work Services for Birmingham City Council from 2010 to 2018.

In 2014, Tapshum was awarded an MBE by the Queen for services to social work and community work.




Dr Vanessa Pritchard Wilkes
Appointed Nov 2020

Dr Vanessa Pritchard Wilkes

Vanessa is a Senior Research and Policy Manager with over 20 years’ experience working in a variety of public, private, educational and research environments.

She is currently Head of Strategic Engagement at Housing 21, a specialist older people’s housing association, and Chair of a national Dementia & Housing Working Group.



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

A helping hand

As a charity, BCOP is grateful to everyone who donated time, money or equipment this year.

Our volunteers

Having advertised locally and on social media for volunteers, we were fortunate to benefit from support from volunteers to help with various tasks, including administration relating to Covid-19 testing, freeing up staff to spend more time caring for residents. Thank you to all those who contributed in this meaningful way.

Our donors

We received a number of grants during the year which were used to enable the charity to continue to provide the highest standards of care in the face of turbulent operating conditions. We received £12,000 from Baron Davenport’s Charity and £500 from The Lillie Johnson Charitable Trust. Anita Stone, a former Trustee of BCOP who served on the Board for over 30 years, gave £500 towards the maintenance of the sensory garden at Anita Stone Court, the nursing home named in her honour.

Very often, relatives and friends of residents are keen for their donations to make a tangible difference to the lives of the residents and staff with which they are most closely associated. We received several large donations from relatives of residents; £10,000 from the husband

of a resident of Bluebell Walk at Neville Williams House and £16,000 from a relative of a Robert Harvey House resident.

The nursing homes also received many smaller donations which the General Managers of each home were able to put to good use to enrich the daily lives of residents, or use to thank staff for their courage and commitment they’ve shown during this difficult time.

In Spring 2020, PPE (personal protective equipment) was in very short supply and with our usual supply chains disrupted, we had to think outside the box about how we could get the vital PPE we needed to protect our staff. Reaching out to our local community through personal connections as well as social media to request donations of PPE, the response we had was truly heartening. We would like to thank the following for their kind and generous donations of PPE including face masks, face visors, aprons and gloves:

Cockshut Hill School

King Henry VIII School

BMet College

Solihull Sixth Form College

University of Lincoln

Masters Pharmacy

Whites Pharmacy

Tudor Grange School

Our fundraisers

In May 2020, Rachel Toner, the daughter of our Chair of Trustees, Brian Toner, organised a ‘Miles for Smiles’ fundraising event to raise over £690 to buy tablet computers for the nursing homes. Participants pledged a certain amount of money to walk a certain number of miles over the bank holiday weekend. Buying the tablets gave more residents the opportunity for video calls with their families and friends, at a time when face-to-face visiting had already been suspended for over 8 weeks.



Value for money

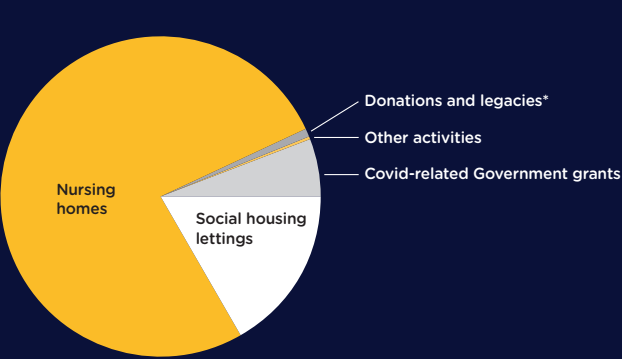
As a charity, we invest any profit back into the organisation to improve the services we offer. While future funding models for both supported housing and social care, as well as the impact of the Coronavirus pandemic, will create challenging times for us, we are nevertheless committed to demonstrating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



Consolidated statement of comprehensive income

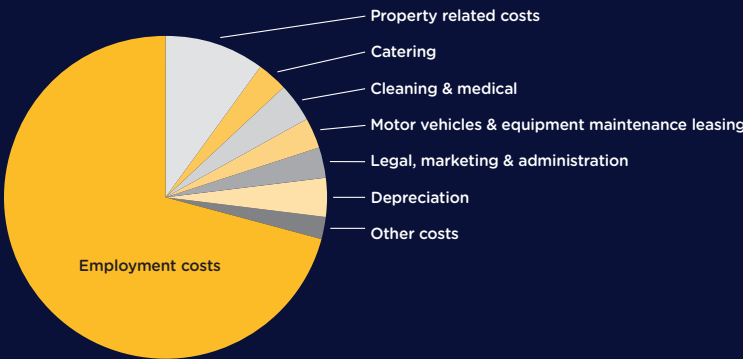
for the year ended 31 March 2021

	2021	2020
	£	£
TURNOVER	7,662,848	7,814,324
Operating Expenditure	(7,211,107)	(7,543,134)
OPERATING SURPLUS	451,741	271,190
Fair Value movements on investments	314,280	(217,232)
Interest receivable and other income	£41,514	£50,636
Interest payable and similar charges	(86,997)	(111,247)
SURPLUS FOR THE YEAR	720,538	6,653
Actuarial (losses)/gains in respect of defined benefit pension scheme	(469,000)	528,000
TOTAL COMPREHENSIVE INCOME	251,538	521,347



Income 2020-2021

	£	%
Social housing lettings	1,281,736	16.7
Nursing homes	5,864,562	76.5
Donations and legacies	68,859	0.9
Other activities	14,326	0.2
Covid-related Government grants	433,365	5.7
Total	7,662,848	100



Expenditure 2020-2021

	£	%
Employment costs	5,151,229	71.0
Property related costs	743,974	10.0
Catering	208,205	3.0
Cleaning & medical	274,763	4.0
Motor Vehicles & equipment maintenance leasing	218,716	3.0
Legal, marketing & administration	215,327	3.0
Depreciation	280,527	4.0
Other costs	118,366	2.0
Total expenditure	7,211,107	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 online

You can now donate online at www.bcop.org.uk/donate

Send us a cheque made payable to BCOP

If you are a UK tax payer, 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

"...While my mother lived at Neville Williams House I experienced nothing but a caring and loving environment, where they had my mother's needs at heart. I could see the staff at every level were well trained and chosen for their caring qualities and friendly manner. They all had a special relationship with their residents making each resident feel it was their home."

*Daughter of a Neville Williams House Resident,
September 2020*

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www.bcop.org.uk

Company Registration in England and Wales: 03685650

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Housing Corporation: L4218 • Registered charity: 1074954

