



# Corporate Strategy 2025 - 2030

our care comes  
from the heart

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# Introduction

At BCOP we have been delivering services to older people in Birmingham since 1946. This year, 2025, will be the start of our 80<sup>th</sup> year, and we want to redefine and consolidate our vision, mission, values and ethos.

Our services have changed over the years, but they are as relevant today as when we began. Our teams continue to deliver much needed care and support, in housing services and nursing homes, which allow older people to live the lives they choose in safe, comfortable and appropriate environments. By defining our key aims and areas of focus for the next five years, we will ensure that BCOP can support more people and play an active role in the communities where our services are located.

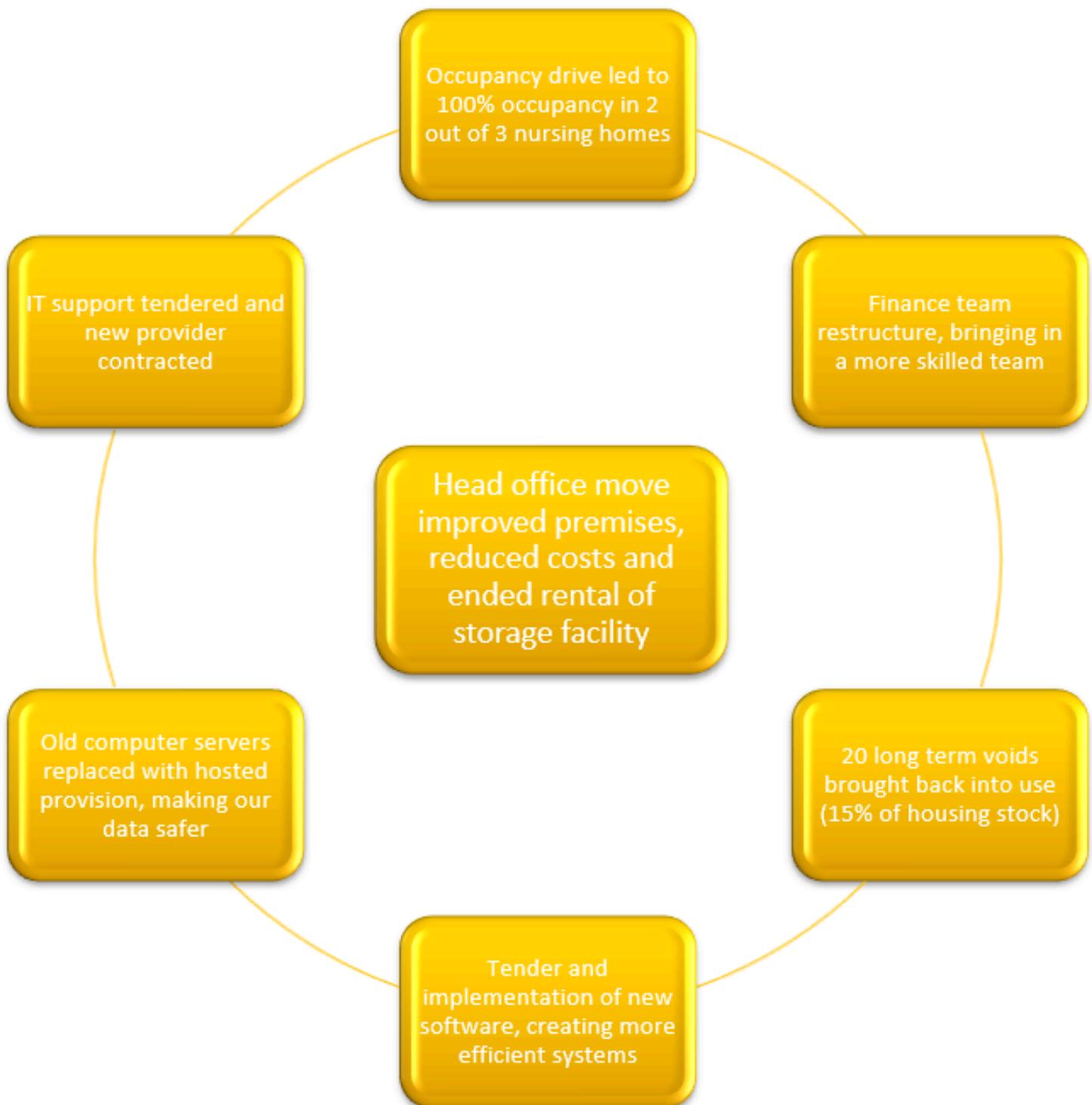
## Our history

BCOP started life as 'Birmingham Council for Old People' in 1946. It was established by a group of concerned local people who realized that older people needed better care and support than what was available at the time. World War 2 had destroyed many houses in Birmingham which further compounded the issues around providing medical and lifestyle support for older people.

For the last 79 years, BCOP has provided high quality care for older people in Birmingham – our pioneering spirit ensures the care we offer has evolved and adapted to reflect the changing needs of the community. From opening the country's very first day centres for older people, to Birmingham's first meals on wheels service, BCOP has responded flexibly to ensure services are relevant and needed.



# Key achievements of our 2020 - 2025 plan



# Our present

Today BCOP continues in this vein, with one of our key values being adapting to our residents' needs. In the winter of 2023-24 we opened our first warmth bank, giving older people a warm space to meet in response to rising utilities costs causing 'fuel poverty' for many.

Our nursing homes respond flexibly to ensure we deliver exceptional care to meet the needs presented, and so there has been a focus on upskilling teams in both dementia and end of life care. We are proud of the level of genuine compassion and affection that our residents receive. Each of our Nursing Homes has also opened their communal spaces as Dementia Cafes, offering support to people in the neighbourhood, as well as relatives of our residents, who are caring for someone living with dementia.

Our housing services are undergoing a series of improvements to ensure that we remain compliant with all safety standards, and deliver safe, comfortable and desirable homes. We are improving our communal spaces to ensure that they are modern and comfortable, installing LED lighting to reduce our carbon footprint, and have replaced all our lift emergency lines to SIM based systems.

But all these things come at a cost, and we are operating in unprecedented times with increasing regulatory requirements, external changes impacting our expenditure (eg digitalisation of telephone systems, real living wage increases, National Insurance increases and the rising utility costs). We have to adapt to remain viable and to ensure our services continue to meet the high standards that we expect, for our customers.

# Our future

This strategy will take us to 2030, and is a period of consolidation and planning. We will continue with our programme of bringing empty properties back into use. We know that empty properties are a cause of concern for our residents, who want to live in vibrant neighbourhoods. Although we are a small provider, we have ambitions to invest in and improve our premises, ensuring they remain safe and desirable places to live. Our nursing homes will continue to explore specialist areas of care, to ensure we continue to provide needed services for people in their final years, as well as offering peace of mind and support to their families.

We aim to reach further into the communities around our services, offering our communal spaces to local groups who can deliver activities and opportunities for socialising, to tackle loneliness and isolation which is so damaging to health and wellbeing.

We will assess all our schemes to ensure that we are making the most of the resources available to us, enabling the beginning of ambitious plans to renew stock which may not remain fit for the future, much beyond the lifetime of this strategy.

We will assess opportunities for organic growth via partnerships and acquisitions, whilst ensuring existing services remain well serviced.

# Our vision

Enriching lives for older people in Birmingham

# Our mission

Providing safe homes with care that comes from the heart

## Our values

**People at the heart of everything we do**

As a caring organisation, people – and their wellbeing – are at the heart of everything we do. Whether it's treating people as individuals or offering support to friends and families, as well as colleagues, everything we do is centred around people.

**Little things matter**

We're all different and it's our individuality that makes our community special. We recognise and act on the little things, as these often can make all the difference. We know that it's the little things that make our services great places to live.

**Working together to provide the best support**

As a team, we listen to and respect everyone. We work together with residents and their families as well as supporting agencies and external organisations. We know that we are stronger together, and as a team we can achieve more and get it right for our residents.

**Adapting to our residents' needs**

We want to provide the best care possible – that's why we challenge ourselves and look for ways to develop and learn new skills. We're always open to evolving and moving forward with our care. In our housing services, we want to empower people to share their voice and help shape services.

# Our strategic priorities

## 2025 - 2030



Modern, warm, safe, sustainable homes. Properties are compliant, digital ready, and we have high occupancy



Outstanding care in our nursing homes with accredited specialist care provision



A resilient business with resource to deliver its promises. Robust financial monitoring to secure the long term future of the organisation



A happy place to work. Efficient people management, positive workplace culture, and supporting staff wellbeing

# How we'll achieve these goals

We'll develop six departmental strategies with action plans that can track progress and evidence the completion of each goal. These are:

## Property and asset management

- address how we ensure all our stock meets current regulatory requirements
- develop a schedule of bringing empty properties back into use
- collate asset registers and draw up planned schedules of servicing, maintenance and replacements
- assess whether individual schemes are providing the quality of accommodation that we aspire to, or whether they would be best reprovided in newer purpose built locations
- consider installations and technology that will reduce our carbon footprint/support carbon neutral
- produce an updated stock condition survey.

## Housing

- develop new ways to engage residents, and provide opportunities to get involved in scrutiny
- constantly seek to improve scores in next Tenant Satisfaction Measures and other satisfaction scores
- improve the response times to applications, with regular feedback on waiting lists
- forge links with local communities to increase the value we bring to neighbourhoods
- be fully compliant with the Social Housing Regulations Act
- explore options to reduce fuel poverty amongst residents

## Care and nursing services

- obtain accreditation for different elements of care (eg GSF, Namaste)
- achieve 'outstanding' in at least one area, as rated by CQC
- maintain satisfaction scores of 9.5/10 minimum
- play a key role in lobbying and influencing, for better services and funding across the sector
- ensure we maximise the use of space so residents have the best value for money we can offer

## Finance

- payback our CBIL loan entirely and refinance remaining loans
- create a range of robust reporting processes to support good governance
- become cashless, with improved options for residents to pay
- complete mergers with two managed charities
- review our financial policies and risk management processes
- further review our software, embedding a greater range of reporting to create more effective working

## Workforce Development

- embed our values and behavioural competencies into supervisions and appraisals
- maintain staff turnover at less than 10%, attracting and retaining talented colleagues
- develop effective reward and recognition programs
- refine BCOP's training and development program, ensuring staff are upskilled and motivated
- strengthen our promotion of staff wellbeing, with staff satisfaction targets
- create structures which proactively support equalities and diversity, ensuring that colleagues have opportunities to develop and experience fair working practices.

## Marketing and Fundraising

- create a program of grant bids, with a target of £100,000 per annum
- create a refer a friend scheme for nursing homes
- increase BCOP's SEO (Search Engine Optimisation), enabling our website and brand to be more easily found online
- rebuild our website, making it more stable and easier to navigate

## Our future ambition

BCOP continues to evolve and grow. We're ambitious and want the highest standards of services in the best premises. We want to deliver our services to more people, as we know that there is a high level of need in Birmingham for housing and care services.

At the moment, the most likely way of growing - to be able to meet the needs of more people, is via partnerships. We will actively seek opportunities to partner with other agencies, to increase the offer/range of services we give to our customers, and to be able to offer those services to more people.

We can offer our services as a managing agent to smaller organisations and are happy to discuss mergers or other collaborative ways of working.

By the end of the life of this strategy, we envisage being in a strong position to bid for capital grant, to enable the provision (via new build) of a new, larger scheme to replace any premises which are deemed to be no longer fit for purpose or not best use of assets.

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