



BCOP

Annual report 2024 - 2025

our care comes

from the heart

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Foreword from our Chair of Trustees, Debbie Sizer



The year 2024–2025 has been one of continued progress for BCOP, with a strong focus on stability, good governance and delivering high-quality care and housing for older people across Birmingham.

Building on previous years, the Board has worked closely with the executive team to support our staff, strengthen oversight and respond to the ongoing challenges facing the health and social care sector. We have kept people at the centre of our decisions, guided by BCOP’s values and commitment to dignity, independence and person-centred support.

Across our nursing homes and housing schemes, there have been positive developments, including improved occupancy, continued investment in safety and quality, and a growing emphasis on staff development and wellbeing. These achievements reflect the dedication and professionalism of our teams during a demanding year.

The Board has remained actively engaged, ensuring it has the right skills and experience to provide effective challenge and support, while maintaining a clear focus on long-term sustainability.

On behalf of the Board of Trustees, I would like to thank all our staff and volunteers for their hard work, compassion and commitment. Their efforts make a real difference to the lives of the people BCOP supports.

Looking ahead, the Board is confident that BCOP is on a solid footing and well placed to build on its strengths, adapt to change and continue supporting older people to live the best version of their later life.

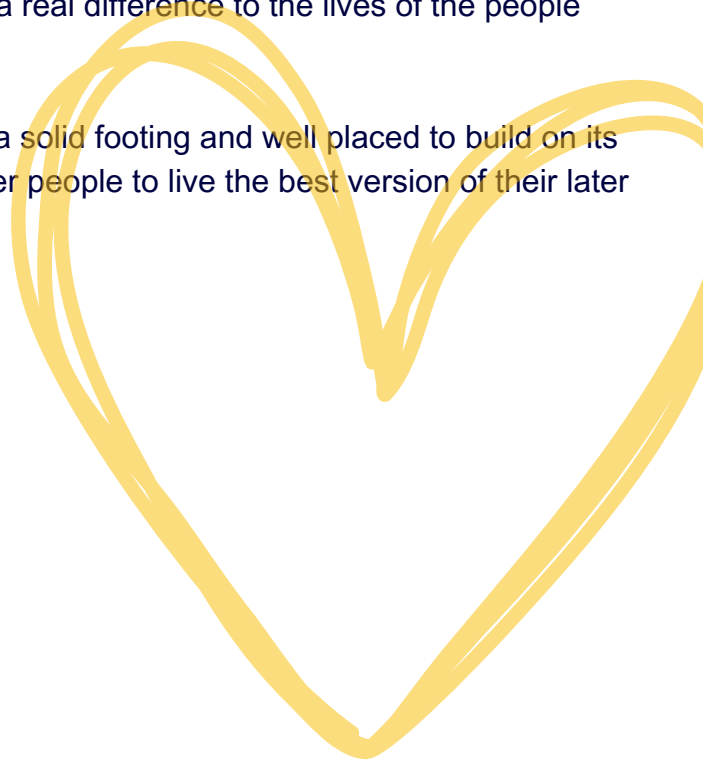
Debbie

Adapting to
our residents’
needs

Little things
matter

Working
together to
provide the
best support

People at the
heart of
everything
we do



Our vision:

enriching lives for older people in Birmingham

Our mission:

providing safe homes with care that comes from the heart



Our values:

Adapting to
our residents'
needs

Little things
matter

Working
together to
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Our strategic priorities for 2025 - 2030

BCOP continued to focus on its key objectives of strong social purpose, strong social business and strong performance, and reframed them into the following four key aims:

- **Modern, warm, safe and sustainable homes:**
we need to be compliant, digital ready and achieve high occupancy.
- **Outstanding care in our nursing homes:**
we'll achieve accreditation for our specialist services.
- **A resilient business with resource to deliver its promises:**
we'll implement robust financial monitoring to secure the long term future of the organisation.
- **A happy place to work:**
we'll deliver efficient people management and a positive workplace culture which supports staff wellbeing.

During the lifetime of this strategy we'll develop individual departmental strategies so our teams can demonstrate how they contribute to the organisation's overarching objectives.



CEO report from Helen Gore

The year 2024–2025 has once again highlighted the dedication, professionalism and compassion of the BCOP team. Across our nursing homes, housing schemes and support services, colleagues have continued to deliver high-quality care and housing in a demanding environment, always keeping people at the heart of what they do.

It has been a year that required resilience and focus. Pressures across health and social care have remained, yet our teams have continued to provide safe, welcoming places to live, with support that is personal, respectful and centred around individual needs. Whether in our nursing homes or housing schemes, the commitment of our staff continues to define BCOP and the experience of those who live with us.

In our sheltered housing, we made important progress in bringing long-term empty properties back into use. This included kitchen and bathroom replacements and completing remedial works following asbestos surveys, helping to increase occupancy and improve the quality of our homes. Alongside this, we continued preparations for the digital switchover and worked towards creating more vibrant, connected communities with higher occupancy across our schemes. Joining the Birmingham Social Housing Partnership (BSHP) further demonstrated our commitment to collaboration and to improving housing services across the city.

Occupancy within our nursing homes improved significantly during the year, reflecting both demand for our services and the quality of care provided by our teams. We are proud to support people with a wide range of needs, including high dependency care, respite care, specialist dementia care and end of life care. Anita Stone Court reached an important milestone by delivering an income surplus for the first time, providing a strong foundation for future sustainability.

We continued to develop our approach to dementia and end of life care, including the introduction of sensory-based Namaste Care, designed to enhance comfort, wellbeing and connection for people with advanced dementia. We are also working towards Gold Standards Framework accreditation, reinforcing our commitment to high-quality, compassionate end of life care. Our homes have supported local hospitals by enabling faster discharge of patients into the community, helping people move into appropriate care settings more quickly.



Behind the scenes, we made significant investments to strengthen our organisation. In IT, we moved to new hosted servers and upgraded Wi-Fi and computer hardware across our nursing homes, improving reliability and data security. We invested in new integrated software that brings together financial, property and asset management, and resident information. This will support more efficient ways of working and enable clearer, more robust reporting in future years. We continue to overpay our loans, which will improve our future financial resilience.

We also continued our rebranding programme, with new signage rolled out across our sites and at our new BCOP support office. The move to a new support office has reduced rental costs and off-site file storage, while providing a more practical and accessible base for our support teams.

Investing in our people remains central to BCOP's success. Throughout the year, we prioritised training, development and wellbeing, supporting staff to build skills, confidence and continuity of care. Recruitment activity helped reduce reliance on agency staff and contributed to greater stability across our services.

I would like to thank our Board of Trustees for their support and oversight, and to express my sincere gratitude to every member of staff for their hard work, care and professionalism. I am also grateful to our partners and supporters, whose continued confidence enables us to keep improving and evolving. As we look ahead, I am proud of what we have achieved together. While challenges remain, BCOP is on a strong footing, with clear priorities, committed people and a shared determination to support older people across Birmingham to live the best version of their later life.

Helen

The difference we made in 2024 - 2025



We supported 364 older people to live safely and with dignity

221 residents received personalised nursing care, including dementia and end-of-life support



Our nursing homes reached 92% occupancy, reflecting both need and trust in our care



143 people lived independently with the reassurance of safe, supported housing

We improved our homes with full refurbishments including kitchens and bathrooms and re-let 11 properties

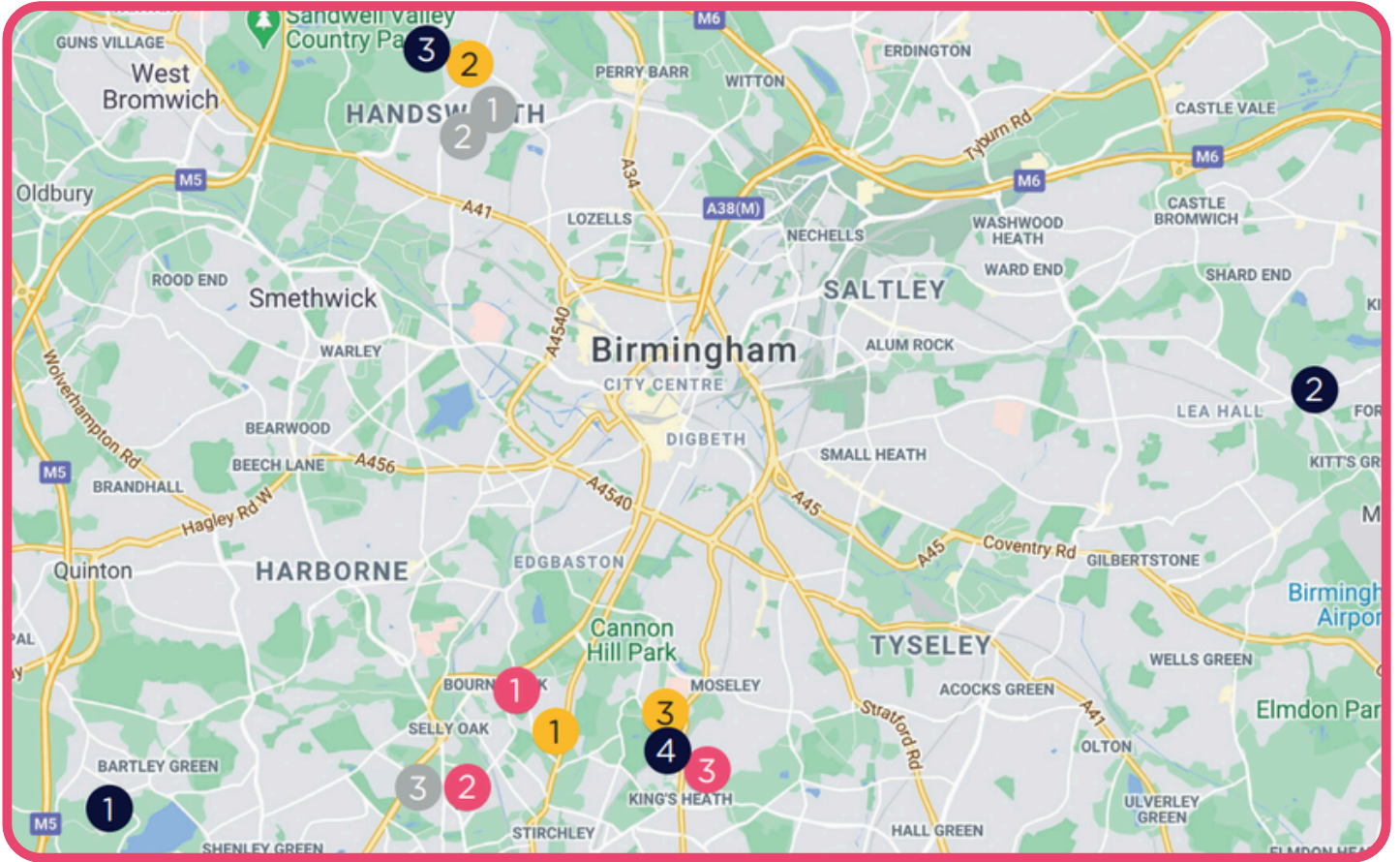


We invested over £100,000 in upgrading homes, helping create comfortable, modern living spaces

Our community benefits from our memory cafes and activity groups, training nurses and other NHS staff and giving essential equipment grants to new residents



Our properties



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

BCOP Supported Living Schemes

- 1 Edgcombe 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 Wiggan Cottage Homes



Robert Harvey House



Neville Williams House



Anita Stone Court



Edgcombe Court



Harvey Court



Whitley Court

Our trustees

Our trustees are responsible for overseeing the charity in its overall strategic direction, ensuring that all the relevant legal and financial commitments are met and gaining assurance about the day to day operation of BCOP. This year, we welcomed three new trustees:



Lydia Willetts has experience in marketing and charity communications with hospice and disability charities



Nigel Wilson has extensive experience of social housing and has been CEO of two registered providers



Zahid Bhatti is CEO of EMBS Community College in Oxford, with significant experience of charity governance, development and growth

Other trustees are Debbie Sizer (Chair), Helen Gore (CEO), and (pictured left to right) John Bennett, Tapshum Pattni, Dr Nicky Bradbury, Graham Hall and Peta Mandelberg



Our staff

As of 31 March 2025, BCOP employed 231 staff working across our support office, three Birmingham nursing homes, and our sheltered housing and independent living schemes. Our staff are at the heart of everything we do. Throughout 2024/25, they continued to provide high-quality care and support during a challenging year for health and social care, showing commitment, professionalism and real resilience.



*Going above and beyond:
Simmone Carr's national recognition*

Staff retention was strong for much of the year. From April to September 2024, staff turnover was low at 3.8%, reflecting good support, training and induction. Turnover increased later in the year to 12.9%, in line with the wider care sector, as we strengthened absence management and reviewed our bank staff arrangements.

Recruitment during the year helped us increase occupancy, reduce our reliance on agency staff and maintain a stable workforce across our services.

We also made improvements to how we support our people, updating policies on wellbeing, dignity at work and safeguarding, and introducing the QCS quality management system to strengthen good practice. Learning and development remained a priority. All staff completed mandatory training, and 16 colleagues achieved NVQ Level 2 and 3 qualifications, with others continuing their learning through apprenticeships. It's with great pride that we congratulate Simmone Carr of Anita Stone Court, for her successful nomination in the National Cleaning Excellence awards, presented at the Coventry Building Society Arena on 4th December. She was shortlisted in the "Going above and beyond" award.

We are grateful to all our staff for the care, compassion and dedication they bring to BCOP every day.

Long service awards



We know that great care is built on relationships, trust and experience. This year, we were proud to celebrate the dedication of colleagues across our homes and housing services who have given many years of service.

At Robert Harvey House, staff, residents and families came together for a joyful celebration recognising long-serving team members. Colleagues were honoured for milestones ranging from 10 to an incredible 40 years of service.

CEO Helen Gore also highlighted how exceptional this is within the wider care sector, where staff turnover is typically much higher.



At Neville Williams House, the team marked their own long service awards with a celebration that truly reflected their 'family' culture. Staff across a range of roles—including nursing, care, activities and support—were recognised for 10, 15 and 20 years of service.

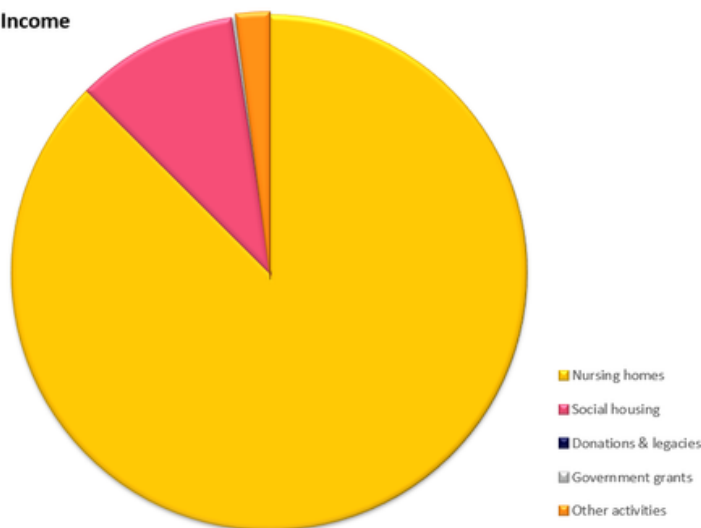
At Anita Stone Court Anne Bridgewater was presented with her award for 20 years of service looking after our residents' laundry by Helen Gore and Carla Smith. We said a fond farewell to Pauline Reeves, who retired after many years working with tenants at Whitley Court. Pauline has made a lasting difference to the lives of residents through her kindness, dedication and unwavering support. She will be greatly missed by colleagues and residents alike.

These celebrations are a reminder of the people who make BCOP what it is.

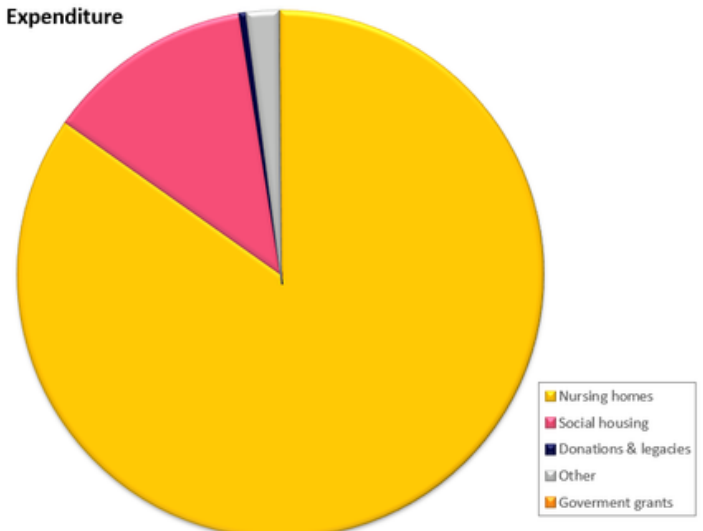
Consolidated statements of income and expenditure, for the year ended 31st March 2025

	2025 £	2024 £
Turnover	9,944,137	8,893,484
Operating expenditure	(9,770,820)	(8,578,145)
Gross profit / (loss)	173,317	315,339
Fair value movements on investments	(19,097)	133,048
Income from listed investments	77,914	58,258
Interest receivable and similar income	26,629	25,738
Interest payable and similar expenses	(180,548)	(210,090)
Surplus / (deficit) for the financial year	78,215	322,293
Actuarial (losses) gains in respect of defined benefit pension	43,000	(128,000)
Total comprehensive income	121,215	194,293

Income



Expenditure



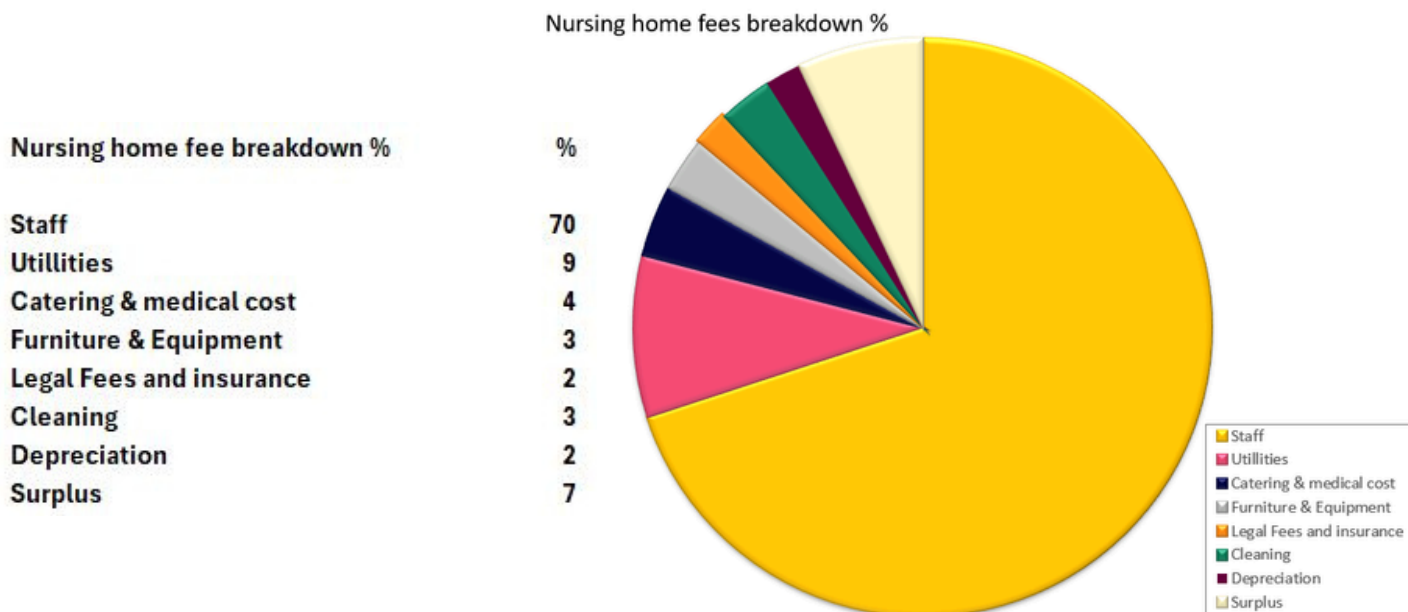
Income 2024 - 2025

	£	%
Nursing homes	8,765,736	88%
Social housing	1,009,057	10%
Donations & legacies	23,972	0%
Government grants	13,639	0%
Other activities	204,894	2%
Total income	10,017,298	100%

Expenditure 2024 - 2025

	£	%
Nursing homes	8,426,990	85%
Social housing	1,265,316	13%
Donations & legacies	42,202	0%
Other	190,937	2%
Government grants	13,639	0%
Total expenditure	9,939,083	100%

How your nursing home fees are spent



70% of our nursing home fees are used to pay for our staff. Utilities, catering and equipment account for a further 16% of our running costs.

The 7% surplus enables us to cover any unexpected costs that occur in the year, and allows us to build up a reserve pot. As a charity we don't have shareholders, and any surpluses made are reinvested into our services or used to improve our buildings and facilities.

It's a requirement of the charity commission and our banks to make a small surplus so that we can respond to any unexpected financial pressures and still maintain services. The surplus equates to just £4,756 per year from each unit/room's fees, which is approximately 3 1/2 weeks' worth of income per year.

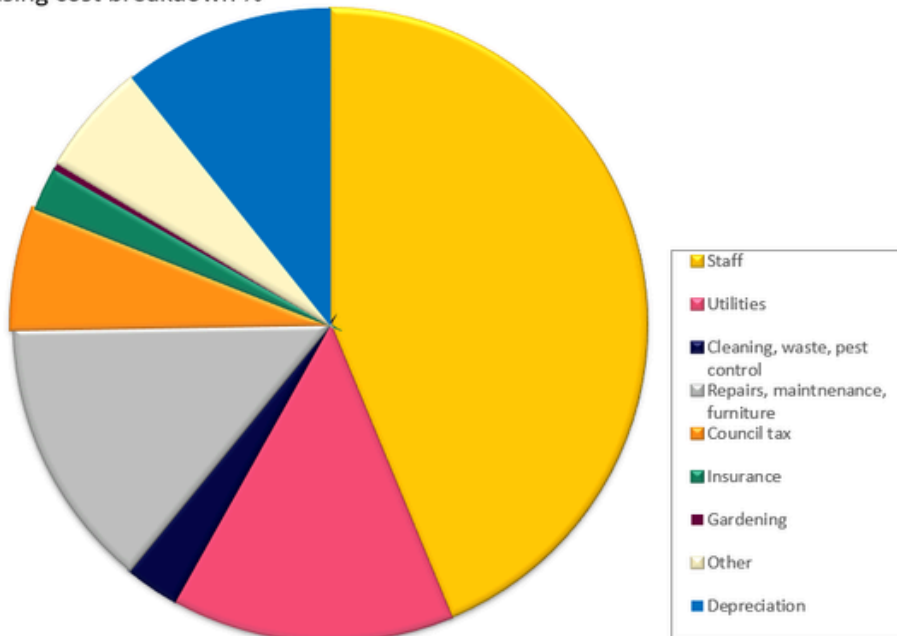


How we manage our social housing

Rental properties profit and loss 2024 / 2025

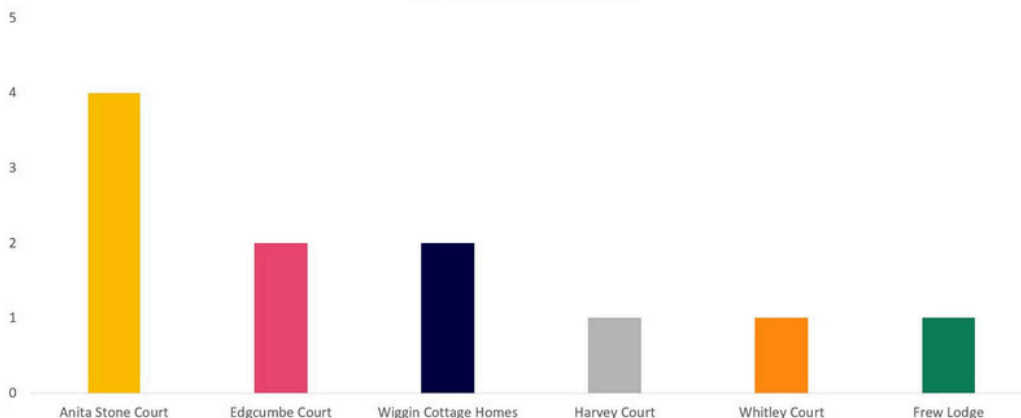
Total rent and service char	1,009,057	Cost breakdown	£	%
Total costs	1,265,316	Staff	553,864	44%
Deficit 2024 / 2025 year	256,259	Utilities	181,818	14%
		Cleaning, waste, pest contr	34,960	3%
		Repairs, maintenance, fur	175,000	14%
		Council tax	78,955	6%
		Insurance	27,864	2%
		Gardening	4,510	0%
		Other	72,345	6%
		Depreciation	136,000	11%
		Total costs	1,265,316	
		Deficit after depreciation	-256,259	

Housing cost breakdown %



During the year we refurbished and let 11 properties across our housing schemes.

Refurbished properties



Thank you for your generous support through volunteering and donating



Your donation, however big or small, can help us continue to our work. All the gifts we receive help us provide facilities and therapeutic activities that enrich the lives of older people, including those living with dementia. We have had multiple donations from next of kin in memory of their loved ones. In the wider community, BCOP administer a small number of charitable services which reduce the cost of household items such as white goods and carpets for older people in need. These come to us through referrals from other charities including Age UK.

Volunteering

After the lifting of Covid restrictions, we enjoyed welcoming back our amazing volunteers doing painting, decorating and gardening in our homes.

EasyFundraising

Did you know you can support us by using Easy Fundraising when you buy online from over 7,000 UK businesses? The retailer pays us a donation and it doesn't cost you a penny! Find out more and register on our website.

Birmingham Community Lottery

Play this local lottery and 50% of your ticket price gets donated to us. Sign up from our website.

Donate online

You can now donate online at www.bcop.org.uk/donate or you can 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 our marketing & fundraising manager: Gill Hutchinson, marketing@bcop.org.uk

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www.linkedin.com/company/bcop



www.instagram.com/bcopbirmingham



bsky.app/profile/bcop-birmingham.bsky.social

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Regulator of Social Housing: L4218

A company limited by guarantee
Registered charity: 1074954