



ANNUAL REPORT 2018

WELCOME FROM THE CHIEF EXECUTIVE

In my introduction to this report last year, I noted that our sector faces many challenges. Since then, the funding of adult social care has come more under the spotlight in the face of increasing costs but declining public sector funding.

From 2010, social care spending has been cut by £7bn and in the forthcoming financial year, local authorities plan to push through further cuts of £700m, or 5% of the total £14.5bn budget. We can see the impact directly in our nursing homes, as families attempt to navigate the social care system and find the right place for their loved one. At the same time, the regulator, the Care Quality Commission (CQC), has updated its inspection regime placing greater onus on providers like BCOP to produce more evidence for the quality of care being provided.

We have paid particular attention to improving our quality assurance framework during the year, and as a result, introduced more robust records management and reporting systems. This requires staff to balance meeting the needs of our residents whilst ensuring

that all the relevant paperwork is completed correctly, to demonstrate that we run a compliant service. We recognise and pay tribute to the care, dedication and compassion shown by our staff in rising to this challenge and ensuring that we run safe and effective services.

BCOP is no different to other charities, and while we faced some difficult times in 2017–18, we also enjoyed many inspirational moments. We are very grateful for the work of our volunteers and supporters, many of whom are family members of our residents, past and present, who give their time and talents so willingly. BCOP is all the better for these contributions. I am very grateful to all those who support BCOP in so many ways, both through donations and time, and to all our staff and trustees.

We couldn't do it without you.



Caroline Cooban

WELCOME FROM THE CHAIR OF TRUSTEES

Throughout 2017–18, BCOP has been committed to evolving with the times, responding to both internal and external factors that affect our decisions and service delivery. An increasingly ageing population has led to changing expectations and aspirations about later life to which we need to respond. We are also working in a climate of increasing regulation, welfare reform and uncertainty that we have to navigate while ensuring we meet our charitable objectives.

During the last year our focus has been on a combination of maximising our impact and planning for the future. Firstly, we have prioritised our understanding of our impact to help us fulfil our mission of meeting the needs of the older people we serve. As part of this process, we have commissioned stock condition surveys to identify the state of our properties and where we need to focus attention over incoming years; also through the use of surveys and direct engagement with tenants and residents we have ensured they have a greater voice and influence; and by strengthening our quality assurance and reporting mechanisms throughout the organisation we are accruing the required evidence to help us plan for the future.

Our focus continues to be on where we can deliver most benefit along the 'care pathway' from full independence through to highly complex healthcare needs and end of life provision.

In order to help us achieve this, I have had the valuable support of the BCOP Board.

This year we were pleased to welcome new Trustees Adrian Jones and Kathy Halliday, and also gave our gratitude to Benjamin Wiggin who retired from his role after eighteen years (see p5).

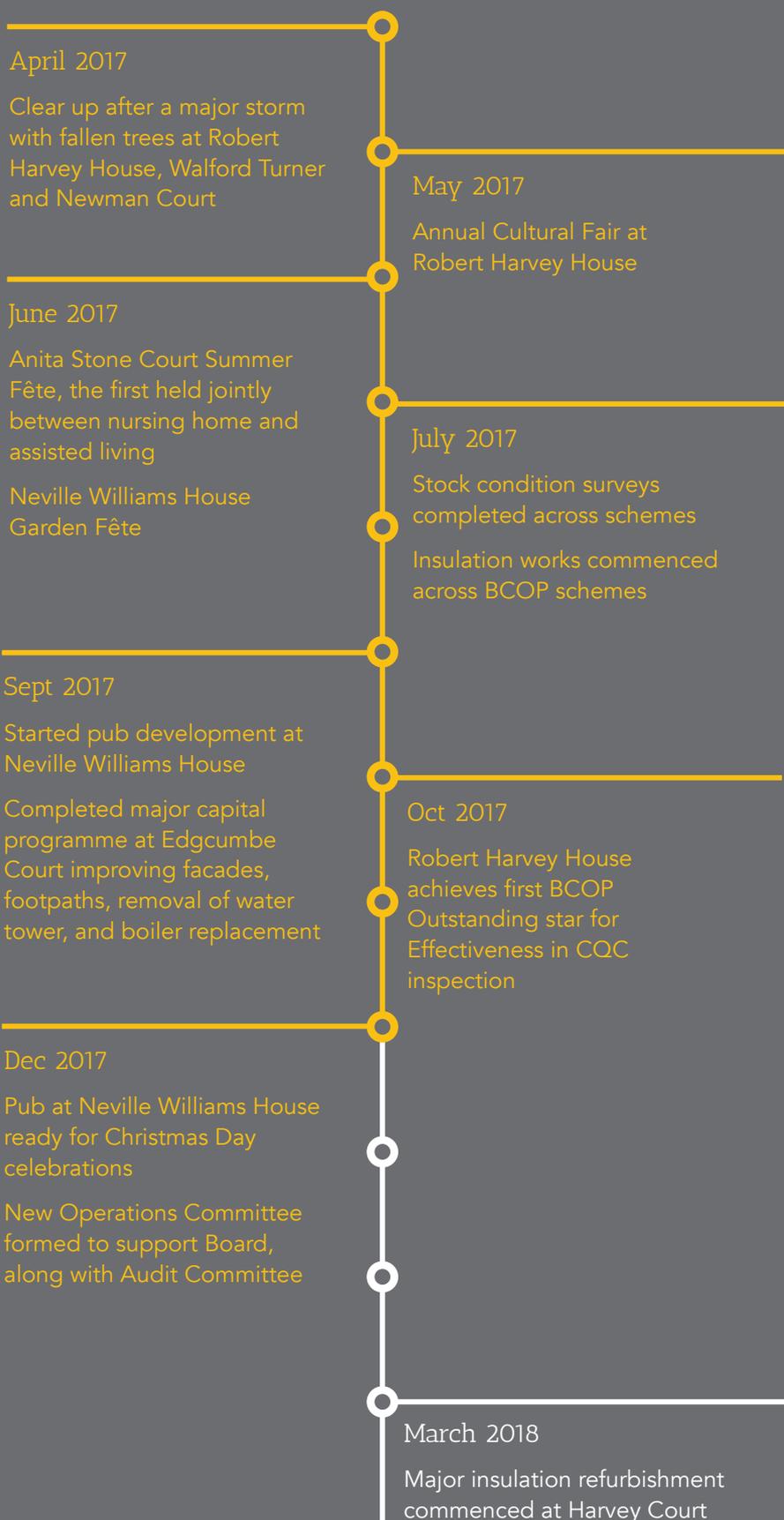
I am looking forward to the coming year where our focus will be very much on building the future of BCOP. Our staff continue to be our greatest asset and with their commitment, energy and enthusiasm, we will be able to face any future challenges while keeping BCOP values at the heart of all that we do.



Brian Toner

THE YEAR IN BRIEF

2017–18 was a period of change for the organisation and also a time for much celebration. Here are some of the highlights:



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ABOUT US

BCOP provides housing and nursing care homes for older people, including those living with dementia, to ensure that individuals can live well in later life. Our range of services engage with those aged over 55, from those who are fully independent through to residents with complex healthcare needs who require the support of fully trained nursing and care teams.

Our care and support is tailored to meet the needs of individuals enabling them to make positive choices on an everyday basis, in a place they call home. We believe that feeling safe, happy and well cared for, can make the difference not just to the older person, but also to their families and friends.

Strategic Objectives

During 2017–18, the Board embarked on the development of a five year strategy for 2018-2023 to extend our impact for those whom we are best placed to serve. This requires strong governance in order to test various business scenarios and options for risk and to meet our charitable objectives. This is set against the broader societal trends of people living longer but with more ill-health, greater cultural diversity and changing expectations of homes and communities, alongside the ongoing operating and funding challenges in both the social housing and social care sectors.

The charity focused on the following objectives in 2017–18:

- Strengthening our governance by amending our Articles of Association, establishing a new Committee structure and recruiting new Board members
- Developing the operational infrastructure to ensure that the business has the necessary human and financial resource to deliver the future business strategy and sustain developments
- Implementing required capital improvements as identified in stock condition surveys as part of the ongoing review of the group's eleven sites across Birmingham
- Embedding an improved quality assurance framework across care delivery to improve our evidence base of high quality personalised care for residents.

Providing a home

The organisation is undergoing a major programme of change and investment to provide accommodation and support to enable older people to have as much choice as possible in the decisions that affect them.



In 2017–18, BCOP provided a home to 335 people across our schemes:

	Number of units	Number of people during year
Care homes	130	190
Housing	143	145
Total	273	335

OUR BOARD

The Board is responsible for overseeing our strategic direction and ensuring that we meet legal and financial obligations. They have a duty to make sure we adhere to our core purpose as a charity. They review our performance and ensure that robust systems of accountability and control are in place.

We have adopted the National Housing Federation's Code of Governance (2015) which requires that there should be a balanced, diverse and effective board which leads and controls the organisation and complies with its legal requirements. We were delighted to gain two new members for our Board this year and you can find out more about them opposite.

Our new trustees have personal experience of issues faced by families with loved ones requiring nursing care. Both have had or still currently have family members resident at Neville Williams House.

During 2017–18, the Board of BCOP created a new Committee structure to ensure more effective

scrutiny to support the Board in relation to governance and risk management. The Audit Committee has delegated responsibility for finance and audit, and a new Operations Committee oversees and reports on quality assurance of services, including clinical governance of the care homes.

Our revised Articles of Association provide greater flexibility to appoint new trustees as well as to adjust the frequency of meetings. The Board is moving to a schedule of four meetings per year, as well as holding an AGM and Strategic Away days to discuss broader business planning. The Operations Committee runs in advance of the Audit Committee, with both reporting to Board on a quarterly basis.

BOARD OF MANAGEMENT

John Bennett

Dr Nicola Bradbury

Caroline Cooban
Chief Executive Officer

Kathy Halliday
Appointed 12th September 2017

Adrian Jones
Appointed 12th September 2017;
Interim Chair of Audit Committee,
from January 2018

Steve Long

Gill Maidens

Brian Toner
Chair of Board of Management

Neville Topping
Chair of Operations Committee,
from December 2017

Benjamin Wiggin
Resigned 31st March 2018

Our new trustees have personal experience of issues faced by families with loved ones requiring nursing care.

New trustees



Kathy Halliday

An employment lawyer for over 25 years acting for a wide range of clients

across a variety of sectors including commercial clients, schools, housing associations and charities. Kathy used to be on the Board and Chair of St Basil's, the homeless young people's charity, in Birmingham.



Adrian Jones

A Chartered Accountant with 35 years' of experience in audit

and accountancy. Currently Director of Audit at Smith Cooper, Adrian is moving into semi-retirement. Adrian has board membership experience from other charities and over 10 years as an auditor of housing associations.

Stepping down



Benjamin Wiggin

We also said a fond farewell to trustee

Benjamin Wiggin at a presentation following his final BCOP Board Meeting in 2018. He was Chair of Audit Committee (formerly Finance and Risk) and has made a significant contribution to the development of our organisation. We are grateful for his unwavering support, knowledge and commitment over the past 18 years.

INDEPENDENT AND SUPPORTED LIVING SCHEMES

BCOP's aim across our schemes is to promote personal independence by ensuring that our tenants feel happy and secure. We liaise closely with Birmingham Housing Services, from whom the majority of our tenants receive financial support in the form of Housing Benefit, as well as with Social Services and allied organisations in relation to support and safeguarding for those who are the most frail or vulnerable.



Anita Stone Court, Moseley

4 one bedroom bungalows
16 one bedroom flats

Key works

Works to roof



Whitley Court, Handsworth Wood

2 two bedroom flats
28 one bedroom flats

Key works

Boiler room upgrade
Patio area completed
Guttering/roof repairs
Works to fire compartmentation and doors
Installed new security lighting and CCTV



Edgcombe Court, Bartley Green

12 one bedroom bungalows
30 one bedroom flats
1 two bedroom house

Key works

Finished works to walkways, entrances, ramped areas, boiler room, bin stores, grounds.
New LED lighting in lounge and corridors



Emma Ball Homes, Handsworth

6 one bedroom flats

Key works

Refurbished all flats
Installed new boilers



Frew Lodge, Selly Park

9 one bedroom flats

Key works

Repaired fire compartmentation and doors
New lift installed



Walford Turner Homes, Bournville

8 one bedroom bungalows

Key works

Rear doors re-instated
Boiler changes

SUPPORTED

INDEPENDENT



Our team of Direct Labour Operatives carry out repairs and maintenance

Across BCOP schemes, including our nursing homes, capital spend in 2017–18 was £226,030 and repairs and maintenance spend was £288,991.

Capital works

In the wake of recent changes within the social housing arena and the findings of our stock condition surveys, we had to prioritise works that ensured our housing stock meets the Decent Homes standard and the new fire safety regulations. Over one-third of the capital spend related to the ongoing capital improvements, initiated in 2016–17, at our scheme in Bartley Green to replace boilers and to improve walkways, access and fire safety. Other major capital items included the replacement of a lift at one of our independent schemes, and the replacement of boilers, plant room and a control panel at a nursing home. The total amount of capital expenditure was £304,704 which also included the buy-back of a leasehold of a shared ownership property at another scheme (£78,674).

Repairs and maintenance

The rate of responsive repairs completed slipped as a consequence of prioritising capital works during this year, though we met the needs of emergency and urgent requests from tenants.

HOUSING FACTS

Target response times met on average

81% of ordinary repairs responded to between 1-3 days depending on parts required

94% dealt within 1 day for immediate action calls

100% of emergency calls dealt within 1 hour



Harvey Court, Tile Cross

28 one bedroom flats

Key works

Works to entrances to prevent trip hazards



Yeoman Hopkins, Kings Heath

5 one bedroom bungalows

Key works

Changed boilers at two properties



Newman Court, Handsworth

4 one bedroom bungalows

Key works

New boilers fitted at two of the flats
Refurbishment of two flats

Handy person scheme

Our Handy Person Service for older people allows us to undertake small works not connected to BCOP accommodation on an actual cost basis only, e.g. fitting hand rails, changing light bulbs, altering fittings.

In 2017–18, we undertook 64 repairs through the scheme.

HOUSING CASE STUDY: WHITLEY COURT

Whitley Court is a sheltered housing scheme which opened in June 1993 and consists of 2 two bedroom flats and 28 one bedroom flats. It is situated next to BCOP nursing home, Robert Harvey House. We spoke to three tenants who told us what it is like to live there.



Betty

Betty, 89, has lived at Whitley Court since it opened. She had previously lived locally in Handsworth Wood for 30 years but due to her friend's ill health they found as they got older it was difficult to maintain their house and afford the upkeep.

They looked around to see if there were any suitable flats to buy but were unable to find anything they could afford. When they found out about Whitley Court they knew it would meet their needs. It was near to all their friends and the location meant they could keep the same GP and were near to local bus routes. They were pleased to get the last available two-bedroom flat at the scheme.

A good sense of community

"I don't go out and about as much as I used to so the benefits of living here are that there is a good sense of community and everyone is very friendly. We have weekly coffee mornings and I make tea in the lounge every afternoon for anyone who wants to come."

There are also regular activities that take place such as dominoes, fish and chip suppers and card games.



Olive

Twenty five years ago, Olive's parents were coming to the end of their lives and as their main carer, Olive knew she would have to find a home of her own. Whitley Court provided the perfect solution and Olive was particularly pleased that she could keep up her love of gardening as

her room had a patio that led straight into the garden.

There's no reason to be lonely here

"The atmosphere was very friendly and everyone got on well. I've been so happy and there's no reason to be lonely here, there's always someone to talk to."

Things have changed over the years since Olive first moved in as people have aged, making social activities more difficult as mobility has become more of an issue.

Feeling safe and secure is something that has been really important to Olive and she has been really grateful for the services and care of the onsite manager.

"I've had to call her when I've not been well and she's been so wonderful and helpful."



RESULTS OF TENANTS' SURVEY 2017-18

We received a 51% response rate from our annual survey of tenants. As average external customer satisfaction survey results are generally around 15% or less, this provides a good baseline for analysis of results.

Of tenants who responded -

94% are happy in their home

89% are happy with the quality of their home

63% respondents feel listened to

75% feel they are consulted with on important issues

96% are satisfied with the attitude of workers when repairs are carried out

85% are satisfied with response times for repairs

BCOP are always looking for ways to improve the services we provide and will be taking on board feedback in the ongoing provision of service.



Ernest

Ernest Wells is Whitley Court's oldest tenant at the age of 102. He was also one of the first tenants to move into the housing scheme when it opened. He had lived in a three bedroom semi-detached house in Handsworth but when his wife Edna died aged 62 and the children had got married and

left home, it was too big for him.

"I found Whitley Court by chance when I was out walking my dog. I enquired about the flats and was told there were 100 people waiting for them so thought I'd have no chance. Luckily for me I got one!"

Ernest was born in Aston in Birmingham and was one of eight brothers. His memories of being a child are of great poverty. They lived in a house with no bathroom and no running water and three bedrooms between 10 of them.

"We lived right next to the Villa ground and when I was a lad, we used to crouch down and sneak through the turnstiles as other people walked in and we'd watch the match. Then when it was over, we'd collect up all the empty beer bottles and sell them to the pub for a penny each!"

Ernest and four of his brothers fought in the war and after that, he worked as a stonemason for fifty years. He helped to restore the steeple on St. Martin's in the Bullring after it was damaged in the war and he also worked on St. Philip's and St. Chad's cathedrals and many other churches in the city.

Living at Whitley Court has provided many happy memories. Ernest moved into the ground floor flat with his dog Bonnie and he always made the garden look lovely with flowers. He also made some very good friends.

"We had some grand times. How I'm here today, I don't know. I survived the war, two knee and one hip replacement and I've even had a pacemaker fitted. I think it's because I just take everything as it comes."

CARE HOMES WITH NURSING



Anita Stone Court

20 Moor Green Lane, Moseley, Birmingham, B13 8ND.

Interim General Manager Marian Jones

Year opened 2016

Staff 53

Residents homed in 2017–18 51

En suite rooms 33



Neville Williams House

8-14 Greenland Road, Selly Park, Birmingham, B29 7PP.

General Manager

Debbie Sigston

Year opened 1962

Staff 73

Residents homed in 2017–18 69

En suite rooms 50



Robert Harvey House

Hawthorn Park, Handsworth Wood, Birmingham, B20 1AD.

General Manager

Anthea Reid

Year opened 1988

Staff 67

Residents homed in 2017–18 70

En suite rooms 46

Standing Out at Robert Harvey House

During the year, BCOP achieved its first outstanding star from the Care Quality Commission (CQC) at Robert Harvey House for being 'Effective'; one of the five domains used by the regulator to assess providers. The home retained its overall Good rating. As an organisation, we are working with staff to ensure that all our homes will be recognised as Good or Outstanding. This achievement was celebrated by the presentation of a plaque by the Chair of BCOP's Operations Committee, Neville Topping, at a celebration event attended by staff, residents and their families.

Anthea Reid, General Manager said: "I'm delighted that the dedication and hard work of all our staff has been recognised with the achievement of our first outstanding

star from CQC. We will continue to strive to do the very best for all our residents by maintaining our high standards of care and building on our success."

The CQC report noted that: "People received high standards of care from staff who understood their needs and preferences. The provider had an appreciation of high standards of training and staff were encouraged to participate in their ongoing training programme and keen to learn new skills and increase their knowledge and understanding."

Brian Toner, Chair, BCOP commented, "It comes as no surprise to me that one of our homes has achieved this recognition. Perhaps I'm biased but in joining BCOP in 2013, I firmly believed that our facilities and staff reflected the highest standards in design and approach to the delivery of good quality care, this recent award simply reinforces my belief.

Well done to everyone associated with Robert Harvey House, you have created an organisation-wide benchmark which I am confident our other services will positively respond to."

Discharge to Assess beds

For older people in particular, longer stays in hospital can lead to worse health outcomes and can increase their long-term care needs. Discharge to Assess (D2A) is about supporting people to leave hospital, when safe and appropriate to do so, and continuing their care and assessment out of hospital so they can be assessed for their longer-term needs in the right place.

Robert Harvey House provides up to six Discharge to Assess Beds. The success of the scheme in supporting people's needs is due to the capability, efforts and nurturing of the team at Robert Harvey House. It means that we are able to provide a service to the citizens of Birmingham, that supports our NHS and Social Care colleagues by assisting with bed flow within the acute area, and ensuring an adequate period of safe assessment prior to final discharge home, or placement within a care home.



General Manager Anthea Reid shows outstanding star plaque to staff, residents and families



CASE STUDY

"You never really lose the feelings of guilt that you aren't caring for them yourself, but Mum has had a life since she came to Robert Harvey House. I can't speak highly enough of the care she has received."

Iris Oldbury, 91, has been a resident at Robert Harvey House for the last five and a half years. Her daughter Kate, tells us about her experience of choosing a care home and the effect it has had on Iris and her family.

"A retired school secretary, Mum lost her husband when she was only sixty. She did everything she could to stay active mentally and physically. She was always reading, walking and attending a scrabble club. However, she became increasingly forgetful and ended up developing Alzheimer's. My brother and I tried to care for her between us but when she became very ill with a chest infection, we realised we couldn't do it anymore.

We visited lots of nursing homes but when we walked through the doors of Robert Harvey House, we knew it was the right place for Mum. It's a bit like buying a house - you just know. We were impressed that the place was spotless, it didn't smell like some we had visited but most important of all, the staff were fabulous!

It means everything to us to know that Mum is safe and well cared for. It gives us peace of mind even though you never really lose those feelings of guilt. She had been in bed for five months when she moved into Robert Harvey House but after her very first night there, the staff had her up and about. We were amazed. She was given her life back and enjoyed taking part in activities and going out in the minibus on trips. She settled really quickly and we were pleased and reassured that visitors are welcome any time, day or night. Also, the manager is always available.

Mum has been looked after wonderfully but I visit three times a week and can see that all residents are treated equally. My advice to others who are considering a nursing home for their loved ones is to do your research and visit as many as you can. I can't speak highly enough of Robert Harvey House and would be happy to move in there myself! It gets five stars for everything in my opinion."

"Mum has been looked after wonderfully but I visit three times a week and can see that all residents are treated equally."

Results of Residents' survey 2017-18

We received a 19% response rate from our annual survey of residents across our three nursing homes. Of residents (or their family members) who responded -

100% agree that their home is welcoming

100% agree they are treated with dignity and respect

96% would recommend their home to family and friends

96% agree that they are safe

92% agree that the homes provide a good range of activities

We also surveyed professional visitors to the nursing homes. Of those who responded:

100% agreed they were satisfied with the care that they saw

100% agreed that staff have a positive and caring attitude

100% would recommend the home to family or friends.

SPOTLIGHT ON DEMENTIA CARE

There are 600,000–800,000 people in the UK living with dementia and that number is set to rise over the coming years. Dementia is an umbrella term that covers a number of illnesses that affect speech, mood and memory.

Our three nursing homes are especially equipped for people living with dementia and our staff are highly trained in how to reduce anxiety, confusion and many of the other distressing side effects of the condition. We also have a high ratio of staff within our homes to support our programme of daily activities and actively involve families and friends in the care of their loved ones.

Michelle Smith, Lead Activity Co-Ordinator at Robert Harvey House said: *“All of our activities are person centred and respond to the needs, like and interests of the individual. In terms of dementia care, we make sure we get to know as much as possible about each resident so we can engage with them in a meaningful way.”*

One of our key areas of focus is reminiscence therapy, which

connects people to their past by stimulating their senses and triggering memories. This has therapeutic benefits and can actually increase cognitive ability.

According to Janet Galloway, Head of Care and Quality at BCOP: *“Unlocking these memories really does have a transformative effect and improves mood and wellbeing. It’s amazing to see how objects, smells and memorabilia can help residents to live in the moment through the familiarity of their past. It also helps their families and friends to communicate with them.”*



At **Robert Harvey House**, recent developments include the Wishing Tree which records residents' wishes. The team work together to try and make their wishes come true. Wishes granted during the year included a birthday visit to the Severn Valley Railway, a shopping trip for wool and a pub lunch outing.



Neville Williams House installed a replica train carriage which helps residents feel as though they have been whisked away from their immediate surroundings by taking a relaxing train journey. In Bluebell Walk, the home's specialist dementia unit, the train carriage features traditional seating, luggage rack and memorabilia such as suitcases and train tickets. The highlight is the 'window' which displays video footage of beautiful scenery from actual train journeys. The experience is calming and also evokes a sense of nostalgia for journeys the residents may have taken by train during their lifetime.



Anita Stone Court has focused on developing animal therapy for residents. Holding and stroking the animals at the home's pet farm significantly reduces anxiety and sometimes this activity can trigger responses from residents who typically don't interact with others. It can evoke memories of pets they may have kept and has emotional, physical and cognitive benefits. The pets are also enjoyed by the residents' families, especially any grandchildren who come to visit. We have plans to create an outdoor multi-sensory area at Anita Stone Court in the future.

OUR STAFF

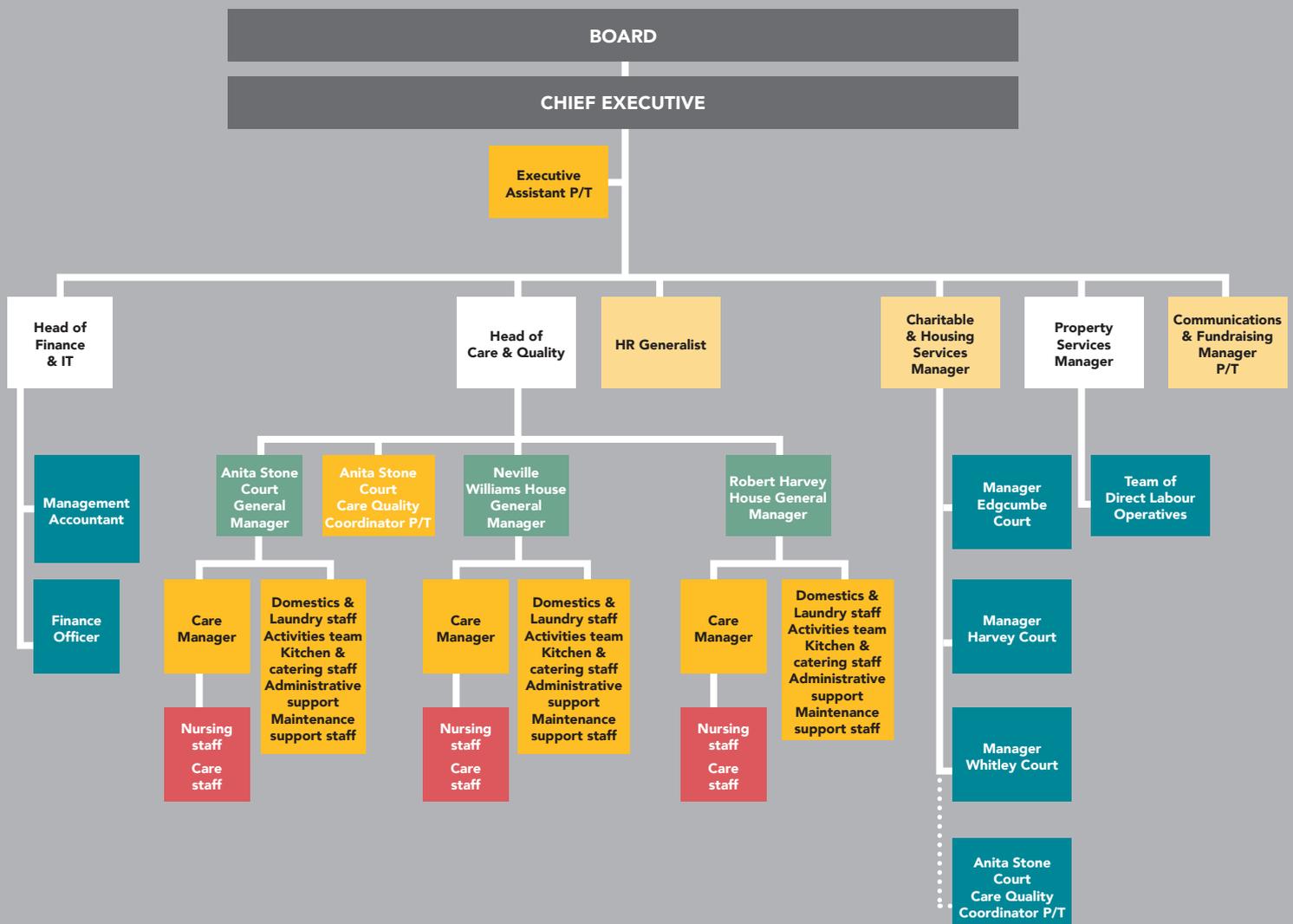
Staff recruitment and retention remain critical to the consistency of service that we offer. We employ around 200 staff and have introduced more innovative recruitment campaigns to ensure that we attract the best candidates for clinical and care roles who embrace our values and provide consistently high quality care and support for all our service users.

During the year, we continued our planned restructure at Head Office to ensure we have the right capacity and skills mix of senior operational and support staff and made the following new appointments:

- Head of Care & Quality
- Executive Assistant (part time)
- Communications and Fundraising Manager (part time)
- HR Officer (maternity cover)

Staff need to be equipped with the necessary knowledge and skills to ensure that they can perform their duties effectively, especially as regulators and commissioners are raising standards all the time. As an organisation, we believe in investing in our staff and have made a concerted effort in improving the quality and diversity of our training offer, especially to suit those who are on night shift work or may work only on a part-time basis.

We ensure that all our employees receive both statutory and mandatory training, and in the care homes this is extended to ancillary posts such as housekeeping, kitchen and maintenance staff, in that, these employees also regularly interact with residents and families, and need to understand safeguarding, infection control, the Mental Capacity Act and allied areas alongside our nurses and carers.



VALUE FOR MONEY

In 2017–18 we set ourselves the targets outlined below, as benchmarked against other organisations of a similar size.

	2018	Target	2017	Target
HEAD OFFICE AS A % OF TURNOVER	11.34%	12.76%	9.37%	14.23%
STAFF TURNOVER	19.96%	27.8%	28.18%	27.8%
STAFF TRAINING <small>Benchmark Source: National Minimum Data Set For Social Care, 2016-17)</small>	£88,468	£92,292	£67,554	£68,966
REPAIRS/ MAINTENANCE	£211,590	£197,950	£126,311	£135,088

During 2017–18, we focused on four key areas where we wanted to drive improvement:

Head office costs

We set head office as % of turnover target that is well within the range found across similar organisations, typically 12–15%. Over the past two years, we have reduced overall costs and sought to be increasingly agile and responsive in meeting the needs of both housing and care elements of our portfolio.

Staff turnover

The majority of our staff are based in the care homes. Staff turnover represents a significant cost for us in relation to direct and indirect costs of recruitment, on-boarding, induction, training and management of staff. We assess ourselves against the reported sector average, and we pride ourselves in historically out-performing this metric.

Staff training

In 2017–18, we budgeted for c.£400 per capita training allowance, but were able to secure a nearly 4% saving on the budget by running our training more efficiently, for example, by ensuring training courses were run at full capacity. We consider that this represents good value for money which we should improve further as we seek to reduce the staff turnover rate.

Repairs/maintenance

We set what we considered a realistic repairs budget for 2017–18 recognising that it represented a significant 45% increase over the previous year. We re-prioritized repairs in response to the stock condition surveys which highlighted necessary capital repairs. This decision to invest in our assets was a deliberate choice to improve the quality of our schemes and demonstrates our ability to be a responsive and responsible landlord.

The future funding for social housing looks more stable with the recent government announcement that supported and sheltered housing will be retained in the housing benefit system – rather than being capped at the rate of the Local Housing Allowance (LHA). Given that the number of people aged 65 or over in the UK is expected to increase from 11.8 million to 17.5 million over the next 20 years, this is an important development for housing and social care providers.

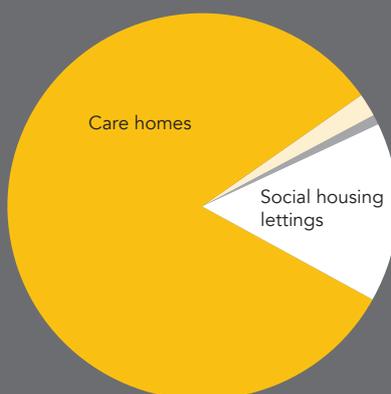
We are reviewing our business plan to 2023. We will:

- invest and grow the organisation, identifying funding routes and options
- increase the impact and value by improving housing management performance and tenant satisfaction and outcomes
- continually improve our governance model to ensure that we are a well-run charity, managing our assets and risks

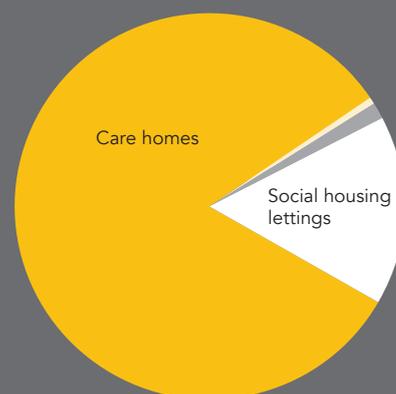
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

for the year ended 31 March 2018

	2018	2017
	£	£
TURNOVER	7,145,446	7,094,358
EXPENDITURE		
Operating Expenditure	(7,014,872)	(6,544,334)
Cost of Sales	—	(263,026)
Net Operating costs	(7,014,872)	(6,807,360)
OPERATING SURPLUS	130,574	286,998
Fair value movements on investments	(19,270)	75,990
Gain on sale of Fixed Assets	—	986,637
Interest receivable and other income	47,955	15,542
Interest payable and similar charges	(139,789)	(178,607)
SURPLUS FOR THE YEAR AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	19,470	1,186,560



Income



Expenditure

	£	%	£	%
Care homes	5,881,578	82.31%	5,814,295	82.89%
Social housing	1,080,214	15.12%	1,133,487	16.16%
Donations and legacies	126,537	1.77%	3,100	0.04%
Other activities	57,117	0.80%	63,990	0.91%
Total	7,145,446	100.00%	7,014,872	100.00%

BALANCE SHEET

	Group		Company	
	2018	2017	2018	2017
TANGIBLE FIXED ASSETS	£	£	£	£
Housing properties	10,569,618	10,405,334	10,389,094	10,223,728
Other properties	11,261,591	11,214,047	11,261,591	11,214,047
Other fixed assets	56,716	96,212	56,716	96,212
	<u>21,887,925</u>	<u>21,715,593</u>	<u>21,707,401</u>	<u>21,533,987</u>
FIXED ASSETS – Investments	1,776,012	2,043,288	1,776,013	2,043,289
	<u>23,663,937</u>	<u>23,758,881</u>	<u>23,483,414</u>	<u>23,577,276</u>
CURRENT ASSETS				
Trade and other debtors	554,716	377,851	553,739	377,368
Stock (2017: restated)	28,450	26,600	28,450	26,600
Cash and cash equivalents	149,570	351,149	146,192	347,777
	<u>732,736</u>	<u>755,600</u>	<u>728,381</u>	<u>751,745</u>
CREDITORS: Amounts falling due within 1 year	(943,213)	(755,358)	(2,426,971)	(2,229,100)
NET CURRENT ASSETS/(LIABILITIES)	<u>(210,477)</u>	<u>242</u>	<u>(1,698,590)</u>	<u>(1,477,355)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	<u>23,453,460</u>	<u>23,759,123</u>	<u>21,784,824</u>	<u>22,099,921</u>
CREDITORS: Amounts falling due over 1 year	(6,162,872)	(6,357,985)	(6,044,153)	(6,238,048)
Provisions for liabilities - pension	(892,189)	(1,022,209)	(892,189)	(1,022,209)
TOTAL NET ASSETS	<u>16,398,399</u>	<u>16,378,929</u>	<u>14,848,482</u>	<u>14,839,664</u>
RESERVES				
Endowment fund - restricted	34,329	34,329	–	–
Restricted	8,808	28,805	8,808	28,805
Revenue reserves	16,355,262	16,315,795	14,839,674	14,810,859
	<u>16,398,399</u>	<u>16,378,929</u>	<u>14,848,482</u>	<u>14,839,664</u>

Group structure
Broadening Choices for Older People
is the main company
 (Charity 1074954; Company 03685650)

Within this group we have
The Rhodes Almshouse Trust
 (charity 1074954-1)
Emma Ball and Rolason Almshouse
 (charity 246857)
The Pargeter and Wand Trust
 (charity 210725)
BCOP Services Ltd
 (dormant company 06956792)

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

for the year ended 31 March 2018

	Endowment Fund Restricted	Restricted Funds	Revenue Reserve	Total
	£	£	£	£
Balance at 31 March 2016	34,329	15,000	15,143,040	15,192,369
Transfers	–	13,805	(13,805)	–
Surplus for the year 2017	–	–	1,186,560	1,186,560
Balance at 31 March 2017	34,329	28,805	16,315,795	16,378,929
Transfers	–	(19,997)	19,997	–
Surplus for the year 2018	–	–	19,470	19,470
Balance at 31 March 2018	34,329	8,808	16,355,262	16,398,399

COMPANY STATEMENT OF CHANGES IN RESERVES

	Endowment Fund Restricted	Restricted Funds	Revenue Reserve	Total
	£	£	£	£
Balance at 31st March 2016	–	15,000	13,665,865	13,680,865
Transfers	–	13,805	(13,805)	–
Surplus for the year 2017	–	–	1,158,799	1,158,799
Balance at 31 March 2017	–	28,805	14,810,859	14,839,664
Transfers	–	(19,997)	19,997	–
Surplus for the year 2018	–	–	8,818	8,818
Balance at 31 March 2018	–	8,808	14,839,674	14,848,482

As BCOP is a charity, any surplus is reinvested into our services, people and facilities.

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 benefit the people we support, including those living with dementia.

How to donate:

1 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.

2 Donate online at Wonderful: www.wonderful.org/charity/broadeningchoicesforolderpeople

3 Leave us a legacy in your will. Remembering us in your will is tax free and easier than you think. It will also make a direct difference to the lives of older people in our care.

For more information about ways you can support us, please contact Abigail Johnson, Communications and Fundraising Manager on tel: 0121 459 7670.

Thank you!



We are grateful for the financial support we have received in 2017–2018 from The Act Foundation and Charles Brotherton Trust.

Special thanks go to our trustee Neville Topping who along with CEO Caroline Cooban and a number of our Direct Labour Operatives, were stewards at the Wythall and Hollywood Fun Run, raising £1,000 for Anita Stone Court.

Also, thanks to Rachel Toner, daughter of BCOP Chair Brian Toner, who ran the Birmingham Half Marathon with six of her friends and raised £2,827.73, including gift aid donations.

Our three nursing homes have fundraised throughout the year to enhance their activities and facilities by holding sponsored events, Christmas, summer and cultural fairs, raffles and cake sales. Our thanks to all the families, friends and supporters who help us make a difference.





IN MEMORY OF KAM

In July 2017, we were deeply saddened at the unexpected death of Kamal Shergill at the age of 51. Kam had worked as a Care Assistant at Robert Harvey House for four years and during that time, had become well-loved amongst colleagues and residents alike. Kam's enthusiasm was infectious and she enjoyed life, loved her family and her job and often helped to plan social activities for staff.

Anthea Reid, General Manager at Robert Harvey House said: *"We were all shocked and saddened by this devastating news. We were all part of her extended family as she was part of our Robert Harvey House family."*

As Kam often went the extra mile to make a difference to the lives of the residents in her care, a fundraising campaign was started in her name. The aim of the fundraising was to create 'Kam's Carriage' – a replica train carriage in the home that will provide therapeutic benefits to residents, particularly those with dementia. Kam's own family supported the campaign through a generous donation.

Caroline Cooban, CEO, said *"Kam is deeply missed but we know that her legacy will live on by creating moments of joy and happiness for others as she did when she was alive."*

