

BROADENING CHOICES FOR OLDER PEOPLE

England & Wales · Charity number 1074954

Details

Other names BCOP

Status Registered

Legal form Charitable company

Company number [03685650](#)

Registered 1999-03-31

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: THE CHARITY'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING FOR THE PUBLIC BENEFIT:3.1 PROVIDING AND MANAGING ACCOMMODATION, SOCIAL HOUSING AND/OR SUPPORT SERVICES, INCLUDING BUT NOT LIMITED TO, SERVICES IN RELATION TO RESIDENTIAL, RESPITE AND OTHER FORMS OF CARE AND PRACTICAL SUPPORT, ANY ASSOCIATED AMENITIES, SERVICES OR ASSISTANCE, IN ALL CASES FOR OLDER PEOPLE IN NECESSITOUS CIRCUMSTANCES;3.2 THE MAKING OF DONATIONS TO ANY TRUST, ORGANISATION OR BODY THE OBJECTS OR PURPOSES OF WHICH ARE EXCLUSIVELY CHARITABLE; AND3.3 SUCH OTHER OBJECTS AND PURPOSES BEING EXCLUSIVELY CHARITABLE AS THE TRUSTEES SHALL FROM TIME TO TIME DETERMINE.

Activities: Provides Nursing and Residential care including dementia care services.Owns and manages accommodation for older people which is either Extra Care, Sheltered Housing or Independent living, mainly

for rent.Provides other charitable services, e.g. handy person scheme.Provides management services and consultancy for other organisations.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** The Advancement Of Health Or Saving Of Lives, Accommodation/housing
- **Who:** Elderly/old People, Other Charities Or Voluntary Bodies

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,048,680	£9,951,368	£16,906,433	238
2024-03-31	£8,977,480	£8,788,235	£16,785,218	224
2023-03-31	£7,719,108	£8,125,050	£16,590,925	230
2022-03-31	£7,657,243	£7,513,845	£17,431,013	230
2021-03-31	£7,662,848	£7,298,104	£17,201,672	235

Trustees

Name	Role	Appointed
Deborah Anne Sizer	Chair	2020-11-25
Graham Mark Hall		2023-09-06
HELEN LOUISE GORE		2022-06-27
Lydia Willetts		2024-12-18
Nigel Wilson		2024-12-18
Oluwatosin Durojaiye		2026-03-18
Peta Susan Mandleberg		2023-05-24
Tapshum Pattni		2020-11-25
Zahid Sarfraz Bhatti		2025-06-18

Linked charities

- THE RHODES ALMSHOUSES (1074954-1)

Accounts

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 March 2025



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Charity Information

Trustees	D Sizer (Chair of Board) H Gore (Chief Executive) J Bennett N Bradbury L Willetts (appointed 18 December 2024) N Wilson (appointed 18 December 2024) Z Bhatti (appointed 18 June 2025) E Davies (resigned 16 December 2024) J Lindon-Lewis (resigned 25 July 2024) P Mandleberg G Hall T Pattni

Registered number	03685650

Registered office	Waterside House Unit 3 Waterside Business Park 1649 Pershore Road Stirchley Birmingham B30 3DR

Independent auditor	Dains Audit Limited 2 Chamberlain Square Paradise Birmingham B3 3AX

Bankers and investment managers	Barclays Bank plc 6th Floor 1 Snowhill Birmingham B4 6GH Royal Bank of Scotland plc 57 Calthorpe Road Edgbaston Birmingham B15 1TT

Broadening Choices for Older People**(A company limited by guarantee)****Charity Information (continued)**

Quilter Cheviot Limited
Senator House
85 Queen Victoria Street
London
EC4V 4AB

Website www.bcop.org.uk

Charity number 1074954

**Regulator of social housing
registration number** L4218

Broadening Choices for Older People
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Broadening Choices for Older People

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Group Strategic Report

For the Year Ended 31 March 2025

Company status and principal activity

Broadening Choices for Older People (BCOP) is a company limited by guarantee, a Registered Provider of Social Housing and a registered charity. BCOP was founded in 1946 to meet the needs of older people in the immediate post-war period.

The charity is administered in accordance with the Memorandum and Articles of Association dated 28th November 2019. The main objects of the charitable company are to provide and manage accommodation, care and support services for older people in necessitous circumstances, and to make donations in line with our charitable objectives. We operate nursing homes and we own and manage accommodation for older people, including supported/sheltered housing and properties for independent living.

BCOP is a corporate trustee of The Rhodes Almshouses which is a grant-giving, linked registered charity (1074954). As it is a special trust, the results and assets and liabilities of The Rhodes Almshouses are incorporated within BCOP's own accounts.

The Group comprises two other smaller charities and BCOP Services Limited - a company incorporated in England and Wales which has been dormant since incorporation.

The charities are:

- 1) Emma Ball and Rolason Almshouses registered charity (246857), an alms house charity providing six alms house residences; and
- 2) The Pargeter and Wand Trust, a grant - giving registered charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

BCOP also acts as Managing Agent to two other Charities and also held a management agreement with a Housing Association. Under these arrangements, BCOP administers the day to day management of the services and reports to the respective organisations' boards of trustees. Although live for the period of these accounts (the financial year 2024/25), the management agreement with the Housing Association BJHA came to an end on 27th June 2025.

These are:

- 1) Wiggin Cottage Homes (registered charity no 219916) which provides 6 units of almshouse accommodation to elderly people.
- 2) The Newman Trust Homes (registered charity no 501567) which provides 4 units of almshouse accommodation to elderly people.
- 3) Birmingham Jewish Housing Association (Homes and Communities Agency Registration L2889, Industrial and Provident Societies Act Registration 22624R)

Purpose

BCOP provides housing and nursing homes for older people, including those living with dementia or requiring End of Life care, to ensure that individuals have choices in later life. Its range of services engage with those aged over 60 (or 55 at specific housing schemes, or individuals with a form of disability). BCOP provides a home to those who are fully independent through to residents with complex healthcare needs who require the support of fully trained nursing and care teams.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

The care and support delivered is focussed on strengths, abilities, and aspirations rather than ailments disabilities, so that it is tailored to meet the needs of individuals, enabling them to make positive choices on an everyday basis. The organisation believes 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.

The Board has taken into account the Charity Commission's guidance on public benefit when reviewing BCOP's aims, objectives and activities.

Legal and policy context

BCOP is governed by the Regulator of Social Housing's regulation and standards, Charity Commission rules, the Companies Act, the Care Quality Commission, and the regulatory frameworks for service commissioners.

In December 2024 the board of trustees and senior executive team held a strategy day to set the direction of the organisation for 2025 to 2030. As we prepare to enter our 80th year, we have renewed our Vision and Mission Statement, and aligned our strategic objectives.

Our vision, mission, values and strategic objectives

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.
- **Working together to provide the best possible 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.
- **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.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Our Strategic Priorities:

During 2024-2025, 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 or priorities:

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

During the lifetime of this strategy (2025 – 2030) we will develop individual departmental strategies so our teams can demonstrate how they contribute to the organisation's overarching objectives. As a small organisation, our objectives overlap across departments, as we work together to provide the best support (one of our values).

Continuing on the robust budgeting process we initiated towards the end of 2022, we directed our spending towards ensuring our properties are safe and compliant, that we have appropriate staffing structures in our homes and support services, and that colleagues have the appropriate resources to deliver their roles. We have continued to bring long term empty properties back into use, and completed the second tranche of fire-stopping works at one of our nursing homes. We have completed remedial works required from our asbestos surveys across all properties, and continued with our kitchen and bathroom replacements in our older housing stock.

We have invested in replacing old IT servers with a hosted solution, meaning our data is more secure and customers information is safe. We have replaced almost 50% of our computer hardware and upgraded wifi in our nursing homes so teams can access customer information more reliably. We have also procured and implemented new software to make our financial processes more efficient, as well as enabling us to better report on performance.

Recognising that our operational services are always seeking efficiencies, we turned our attention to our Head Office functions. We restructured our finance team to deliver a more resilient and consistent service, and we moved offices to ensure that we had appropriate spaces to work at a lower cost. We also brought our archive facilities into head office, meaning we could save on storage costs which we'd previously leased.

BCOP's core business is in providing care: this accounts for around 82% of our turnover and is our key strength in an increasingly challenging and competitive marketplace. This year has seen significant improvements in our occupancy, with two of our three homes achieving 100% for several weeks at a time. Our smallest home – Anita Stone Court – had struggled to achieve target occupancy since opening, has also been hitting target and delivered a surplus for the first time. We are confident that our efforts over the last two years have now brought in a new era of stability that will ensure we can continue to plan and deliver excellent services and a solid financial footing.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

BCOP's principal objectives to help improve later life include:

- Operating comfortable and friendly nursing homes and providing good quality care to residents. Our three nursing homes offer a wide spectrum of care including high dependency nursing, dementia care and end-of-life care provision. We also 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.
- Balancing social needs by combining funding from the public sector with contributions from individuals. Many of our residents receive local authority funding and we are able to use our charitable services to offset some of these costs.
- Working in partnership with like-minded organisations to have a wider impact in the community. We have opened 'memory cafes' in our nursing homes to support people with cognitive impairment or dementia diagnoses, along with their families and carers.
- Responding to individual conditions, needs and frailty as opposed to chronological age, but ultimately seeing the person first, their abilities and desires, and not their condition, as the guiding principle in offering person-centred care. Our implementation of Namaste care ensures physical touch and sensory stimulation is available to those who are nearing end of life. We have embarked upon our journey to achieve the Gold Standards Framework (GSF) accreditation, which will demonstrate our excellent standards of end of life care.

In 2024-25, BCOP provided a home to 364 people across our schemes. These consisted of:

	No of units	No of people during the year
Nursing Homes	129	221
Housing (including managed)	160*	143

*including 2 shared ownership properties

Registered Care Services In 2024-25

BCOP provides three nursing homes for those requiring nursing care, often with complex needs or dementia. Robert Harvey House in Handsworth Wood has 46 rooms but holds registration for up to 52 residents. Some of its rooms allow for double occupancy, which means we can extend our service to couples who wish to stay together. Anita Stone Court, based in Moseley, provides 33 beds and Neville Williams House in Selly Park is registered for 50 beds. All of our nursing homes offer end of life care, and support to people with complex needs following hospital discharge. We also provide respite services, with a minimum stay of one week. This enables people to have short term stays and build their confidence in the setting, enabling a smoother transition should they later require a permanent placement.

Quality – BCOP's objective is to provide Outstanding care in our nursing homes with accredited specialist care provision. To achieve this we will :

- Obtain accreditation for different elements of care (eg Gold Standards Framework, 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

The key principles that underpin auditing in the nursing homes are:

- Evidence that people are engaged in their care package
- Evidence that spiritual, cultural and communication needs are met
- Evidence that a range of activities are available
- Accreditations are achieved for end of life and palliative care
- Clear policies and procedures are in place that refer to national standards and best practice

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

All our homes have a minimum of 'good' ratings from the Care Quality Commission (CQC), with some areas identified as 'outstanding'. Our Local Authority inspections have all received a silver rating, and we are hoping to increase these to gold. We have been commended on our infection control measures by the local health teams, and regularly receive excellent feedback from partner agencies and other health professionals.

Systems and processes are in place for quality assurance. We follow good practice in reporting and gathering of information and continue to work with the new commissioning arrangements to expand provision and provide beds for palliative care. Staff also rose to the challenge by undertaking additional training in providing end-of-life care working with the local hospice. We have begun our journey to achieve accreditation from the Gold Standards Framework (GSF) this year and are half way through our training. We expect the training to be complete in the next financial year (25/26) when we can commence measuring the key matrix data prior to being audited for accreditation.

We have continued to develop our Service Improvement Plans, with the board helping to shape the information/reported data. This enables trustees to understand the KPIs and identify any emerging risks.

Regular management support meetings take place to share and disseminate information, ensuring governance is being adhered to, and that lessons learned are shared across services.

Funding

The nursing homes continue to maintain a mixed portfolio of income from local authority, NHS Continuing Health Care (CHC) and Funded Nursing Care (FNC), and private funding. Overall income collected increased by 1.43% from the previous year. Nursing homes' income (excluding government grants) represented 87% of our turnover in the current year; social housing and other income accounted for 13% of the total income. In relation to the nursing homes, 47.47% of the income related to nursing home fees paid for in part or whole by individuals and/or their families, compared to 65% in the previous year. Just over under 15% of our income came from Birmingham Social Services who fund nursing home residents. Around 16% of our income during the year was based on Continuing Healthcare (CHC) funding. CHC provides residents who have long-term complex health needs or who may be nearing the end of their lives with free health care which is assessed and funded solely by the NHS through the local Clinical Commissioning Group (CCG). Funded Nursing Care (FNC) is paid by the NHS as a flat rate contribution directly to the nursing homes towards the cost of registered nursing care, accounting for just under 10% of our total income. We also retain contracts with Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Social Services and others, comprising under 1% of income. The reduction in private funders (by more than 15%) is partially responsible for why our overall increase in collected income is so low – Local Authorities and Health bodies are notoriously slow in paying fees whereas private funders are obligated to pay in advance. Therefore there are currently a higher level of uncollected fees than in previous years – still expected to be paid by the local authority and health commissioners.

Our average nursing home occupancy was above target; reflecting an ongoing drive to improve brand awareness, commissioner relationships and quality/feedback scores. Occupancy across all homes was 92% compared to our budget target of 88%.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Staffing

Staffing represents our most significant cost (68%) as a proportion of total expenditure – an increase of 6% of overall expenditure from the previous year. Nursing home employees account for circa 90% of BCOP's total workforce based on the average monthly number of staff. Our payroll costs increased by 18% in the 2024-25 financial year following a general uplift across all pay grades ensuring we kept our commitment to pay the Real Living Wage (which rose by 5%) and maintaining pay grade differentials. We revised salaries for skilled positions to ensure we can continue to recruit effectively and there was a general uplift of 3% for others. BCOP's National Insurance contributions rose by 26% and overall the staffing costs in monetary terms increased by £854,221. Whilst this represented a significant challenge to BCOP, we maintained our commitment to the real living wage as well as spending on staff development – with an increase of 56% in training costs from the previous year as we encouraged more colleagues to undertake formal qualifications in care and other subjects relevant to their roles.

Housing

BCOP's aim across our housing services is to provide modern, warm, safe, sustainable homes. We are progressing works to ensure our properties are compliant with all health and safety legislation, ready for the digital switchover and have high occupancy to help create vibrant communities. We liaise closely with Birmingham City Council 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 supporting, safeguarding or sign-posting those who are the most frail or vulnerable to appropriate services. 2024-25 saw BCOP joining the Birmingham Social Housing Partnership (BSHP), showing our commitment to improving housing services in Birmingham.

Our occupancy in 2024-25 was lower than we'd budgeted, with an average of 82% against a target of 88%. We relet 11 properties to new residents and due to previous several years' lack of spending on property upgrades, these all needed a full refurbishment including new kitchens and bathrooms, requiring an investment of over £100,000. This represents 7% of our housing stock receiving a full modernisation in 24-25. There continues to be a backlog of work needed to make our properties attractive, desirable and to the standard we are proud of, but we remain committed to sticking to this standard so that newly let properties will not require additional works for some years, reducing any disruption for residents. Despite renovating and reletting units, our voids grew due to the natural turnover of lettings, which is expected with an older person's client group, as residents move into care facilities should they become too frail or unwell to maintain their independence, or sadly pass away.

Due to the requirements for all social lettings to have an EPC (Energy Performance Certificate) of at least a grade C by 2030, we have started the process of planning for this works. We have all properties assessed on a regular basis, and currently only 2 housing schemes have 100% of properties meeting this requirement, with 48% of all our properties requiring works to achieve a minimum of level C. In 2025-26 we will have had homes individually assessed so that works can be planned.

We have also progressed our preparations for the digitalisation of telephone lines, with a greater number of options being explored. We have clarified the types of solutions that will work in our different schemes, as some will be better served by SIM based systems and others which don't have reliable signals will remain on wired/broadband.

There were no Tenant Satisfaction measures undertaken this year as a small provider (with less than 1000 units of accommodation) we are only required to survey our residents every two years.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Support Services

During the year, BCOP has continued to ensure that the Support Office has the right capacity and skills mix of senior operational and support staff. As we are always seeking to ensure best value for money we moved offices to Waterside House, which offered an improved space at lower cost. Our IT functions became more stable as we decommissioned our servers and moved to a hosted environment so data is more secure. We also completed our procurement of new software that combines financial accounting, property/asset information and client/resident information. This was implemented in November 2024 which due to being half way through the financial year has caused difficulties in combining figures but in future will give greater effectiveness and efficient methods of reporting.

Our rebranding work continued with all sites having new signage as well as our key documents being updated. Going into 2025/26 we will focus attention onto the website as it is no longer supported and requires full modernisation. Progress in achieving performance objectives in 2024-2025.

Quarterly reporting to Board provides an account of current performance against plan. The KPIs include EBITDA (earnings before interest, taxes, depreciation, and amortization), occupancy rates, average weekly charge, staff costs per turnover and agency as a percentage of staff costs.

The measures and actions taken for the achievement of KPIs consist of:

- The Senior Management Team comprising the Chief Executive, the Director of Operations and the Director of Finance meeting regularly to maintain a tight control over operational and administrative expenditure, whilst recognising the need to ensure a high level of provision for service users.
- Regular meetings between the executive team and General Managers of Nursing Homes and Housing and Charitable Services Manager, to scrutinise quality, financial performance and occupancy.
- Delegated budgets with clear lines of responsibility and accountability being combined with bespoke IT and financial tools and systems to assist managers in decision-making and resource allocation.
- Maintaining and improving levels of income to ensure operations are run effectively and efficiently – including monthly reports on actual fee levels at each home, to enable managers to assess ability to accept residents with lower funding levels.
- Controlling and monitoring operational expenditure making provisions to ensure efficient cash-flow and that contingencies are met.
- Maintaining assets in good and marketable condition.
- Regular checking and benchmarking of contractors and suppliers in line with our procurement policy.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Specifically, we have been able to make progress in the following areas:

Our priorities for 2024-2025:	Key objectives	Key achievements:
STRATEGIC PURPOSE		
Ensure viability of good quality services	Secure skilled managers at Anita Stone Court, who will embed our ethos and quality.	- Having had failed appointments in 22-23 and again early in 23-24, the service was maintained and stabilised by the Director of Operations and the HR Manager leading the team. Throughout 2024-25 the General Manager has continued to deliver stability and improved performance, with the home achieving 100% occupancy at times, with an average well into the 90s. This home no longer has its viability questioned, and our budget for 25/26 shows that it will return a surplus for the first time. - CQC have not yet resumed their in-person inspections of our homes as they are satisfied with our responses to any queries raised, and the positive feedback we receive from the local Integrated Care Board (ICB). - CCG/NHS and BCC/Local Authority inspections at all homes have resulted in a silver award at NWH and Bronze at RHH and ASC, meaning we are compliant with commissioner standards. Discussions between the CEO and lead commissioners have confirmed that BCOP is a trusted, preferred provider and BCC expects the demand for nursing home placements to increase within the next two years. - We have embedded Service Improvement Plans cross all services enabling us to share best practice, lessons learned and have a single point of reference for issues identified and action plans to resolve. These have been commended by Local Authority inspectors and ensure that service managers are consistently able to prioritise according to risk levels. - We no longer consider the reduction of complaints to be a valid measure as we should encourage honest feedback whether positive or negative to enable us to constantly review our service and systems. We now believe the appropriate KPI to be the number of complaints (as a %) to be resolved at the first stage. We have updated our Complaints policy and procedure to be in line with the requirements of the Housing Ombudsman (also with CQC) and publish annual reports on complaints received. - Occupancy has remained high on our agenda, and excellent levels have been maintained at Anita Stone Court, with good levels at our other homes also. Despite excellent occupancy rates at times, the nature of working with frail elderly people means that we can lose several residents in a week, making it difficult to process multiple new applications and admissions in quick succession. Therefore, rates will always fluctuate, and efforts must be maintained to hold a waiting list wherever possible. - Our Marketing manager is increasing our online presence to aide enquiries/referrals into homes. We now appear on multiple platforms which advertise care home vacancies as well as using the national database hosted by the NHS.
	Ensure Good ratings from CQC and key stakeholders	
	Implement improvements and best practice across all services	
	Record and resolve complaints in a timely way	
	Improve occupancy rates at schemes	

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

STRONG SOCIAL BUSINESS		
Ensure business resilience	Financial surplus and performance	The 2024/25 annual accounts show a surplus of £77k against a budgeted surplus of £113k, therefore £36k less than planned. However, this represents strong financial performance as we had made some in-year decisions to repay a £200k lump sum off our CBIL loan, to reduce our ongoing high interest repayments. Our income had been slightly higher than budget, reflecting the excellent work on occupancy, and there had been some planned worked which we were able to make savings on. However, our employment costs were higher than planned due to the increase in employer NI contributions. We have also accrued £250,000 into 25/26 budget to enable the repayment of monies owed to Birmingham City Council which were recently identified. The board are therefore delighted with the performance, as a reflection of the team's dedication to robust budgeting, planning and strong management of spending, and are confident that decisions made will increase BCOP's financial resilience going forward.
	Regulatory compliance	H&S Our Property Services Manager heads our team of DLO (Direct Labour Operatives) who make our stock safe, compliant and attractive places for people to live and work. We have a planned schedule of surveys and assessments each year with any remedial actions prioritised and planned accordingly. Our commitment to safety takes priority over everything. We have continued our programme of overhauling empty properties to ensure they meet the 'decent homes' standard and will remain fit for purpose for many years to come. Another main focus in 2024/25 was our move to a new head office, which required some upgrades and DLO time. This will deliver year on year savings compared to our old location and we feel delivers better value.
	Business development and responsiveness to changing market	Our Nursing Homes have continued to bid for care packages on the BCCG portal as we maintain our relationships with lead commissioners of adult care services. As care needs are typically becoming more complex before people are eligible for CHC funding, we aim to offer 1:1 care as needed at a competitive price as well as end of life care and respite placements. We have commissioned the services of care home marketing platforms such as Lottie and Autumnia and are monitoring the referrals coming through all sources to maximise the number of enquiries converted into lettings. During the year all our homes have had periods of high occupancy and due to the inevitable departure of residents periods of high voids too. Managers continue to report that the majority of referrals come through personal recommendations due to our strong reputation for excellent care. Due to the high number of people requiring end of life care, we have progressed with the Gold Standards Framework training in Anita Stone Court and Neville Williams House, and with Namaste Care at Robert Harvey House.
	Contract reviews as part of Value for Money review	Throughout 2024/25 we delivered Managing Agent services for three smaller providers, our most recent partnership being with Birmingham Jewish Housing Association. We agreed at the end of 2024/25 that we would no longer provide the services to BJHA after June 2025, as they had employed an internal manager and the contract was not delivering sufficient return for BCOP. Conversely, with the other two organisations links remain strong and the intention is to begin the process of preparing for a merger with each of them.
	Review IT estate/ systems for business fit	We completed our office move in October 2024 and were able to move our archive to our new premises, enabling the disposal of the hired storage facility. This will deliver an estimated saving of £25k per annum. Suppliers and contracts are scrutinised with our procurement partner IPA, who negotiated savings on our food suppliers and medical equipment this year. Prior to our office move, we retired our on-prem servers and moved our data/shared drives to a hosted cloud, improving data security and stability. We have replaced 60% of

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

		our computer hardware this year and have established an ongoing programme of asset renewals, ensuring colleagues have the right equipment to do their jobs. • Wi-Fi has been upgraded in two of our nursing homes, to ensure they have full coverage throughout the buildings, enabling staff to update care records in a more timely manner. The third home will be completed in 25/26. • As telephone lines will be digitalised by January 2027, we have begun the process of assessing mobile signals across our housing sites, so that we can identify which pull cord systems can become hosted via a mobile signal, and which will have to remain hardwired and have a broadband installation. These results will inform the programming of digital upgrades in 25/26 and 26/27. • In November 24 we went live with 'HomeMaster' our new software which combines housing/home resident accounts, repairs and finance functions. This system will enable more efficient working long term, though this year has been difficult due to migrating halfway through the financial year. Once we have a complete financial year under our belts we hope to see the benefits.

STRONG PERFORMANCE

Improve our processes to ensure that we are agile in meeting demands: People at the heart of our service	Improve recruitment and retention Staff development and recognition	• Staff recruitment and retention remain critical to the consistency of service that we offer. In 2024-25 we have maintained turnover at 12.5% which is a 4% drop on the previous year and less than half the industry standard. This represents excellent support from HR to our services, but also excellent management, motivation and support of our teams. • Managers have appropriate tools to support colleagues who need to improve performance, and we invest in recognising great performance and had several nominations of colleagues for both internal and external awards. We subsidise key events so staff can attend and feel part of a team. We also have invested in staff training, with more colleagues achieving their level 2 and above qualifications than ever before – 16 colleagues completed a level 2 or 3 care qualification in 2024/25, and two further colleagues have begun their nurse associate training.
	Progression of organisational training matrix according to role Strengthen absence management & performance controls Recruit new Board members	• The matrix continues to evolve, in 2024/25 we have begun to look at training requirements of our DLO team, and plan for next year's requirements of Damp and Mould awareness as well as training for all colleagues on complaints and compliance with the ombudsman's expectations. Autism and Learning disability training has also become mandatory and this has been added to our standard expectation for operational colleagues. • Whilst there are always likely to be examples of LTS present in our teams (due to having over 230 staff), we take an empathetic and supportive but robust approach to absence management so that people unable to return are given appropriate options and support. We do not tolerate LTS if there is no prospect of the person returning but will offer flexibility and support to those who want and are able to return. We have also reviewed our absence/attendance policy this year and are addressing frequent (short term) absences via using the Bradford score approach. • In 2024-25 two trustees resigned, and we appointed two new members – one with strong housing and governance experience, the other from a marketing and fundraising background. We continue to seek new members to the board of trustees as we are conscious that some will be coming to the end of their terms in 2025/26.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2025

Financial results

The consolidated income and expenditure account has recorded an overall operating surplus on ordinary activities for the year of £173,317 (2023-24: surplus £315,339). This encompassed:

- Nursing Homes deficit of £89,762 (2023-24: deficit £29,502)
- Social Housing lettings surplus of £227,752 (2023-24: surplus £306,493)
- Donations and Legacies deficit of £12,904 (2023-24: surplus £8,693)
- Other activities surplus of £48,231 (2023-24: surplus £29,655)

The drop in financial performance between 2023-24 and 2024-25 is mainly a result of the identification of a significant sum needing to be repaid to Birmingham City Council, due to an historic miscalculation of rents. This requires a repayment dating back to 2019, and so a one off payment will rectify all accounts. The identification of this error is welcomed as part of our scrutiny of internal processes, and gives the Board of Trustees assurance that we are identifying and rectifying past errors. A sum of £250,000 has been accrued into 2024-25 so the repayment can be made when calculations are verified and audited by a rent specialist. We are able to absorb this repayment from the 2024-25 end of year balance due to the strong performance of services.

During the year, the total amount of capital expenditure was £378,044 which included the second year of a planned programme of improvements identified as being needed to maintain the safety and comfort of our residents as well as meeting regulatory requirements. We upgraded 11 properties with full refurbishments to kitchens and bathrooms and continued with our programme of window replacements in Bourneville.

Reserves

In 2024-25, the Charity's total reserves were increased by £95,352 to a total of £15,898,288, of which restricted reserves were £15,092,818.

The financial results have been recognised as a continuation of successful operational performance and occupancy management and represents hard work and dedication from the whole team. As a consequence of the improved performance against budget, we were able to repay an additional £200,000 off our CBILS loan, which will mean we have lower monthly repayments. Continued strong performance will see more capital repayments so that we can be sure any surpluses are reinvested into our services and future developments, rather than servicing expensive loans. Whilst the discovery of incorrectly calculated rents means a large sum to repay to BCC, the BCOP board remains happy with overall annual performance and acknowledges the experience of executive colleagues resulting in these historic discrepancies being identified.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Risks and uncertainties

The Board recognises its responsibility in relation to the risks associated with the charity and its subsidiaries. Services for older people continue to face a period of uncertainty, especially in relation to Adult Social Care, there are ongoing delays to proposed policy reforms, significant funding gaps and increasing regulatory requirements. New statutory requirements from the Regulator of Social Housing place greater demands on landlords whilst we continue to have limited income due to high voids in some services. Additional requirements are on the horizon from the Supported Housing (Regulatory Oversight) Act being brought in to regulate quality in supported housing.

Risks are identified and continuously monitored by the Service Managers and Executive Team at both strategic and operational level and updated in the Service Improvement Plans which are reviewed by the Executive Team and Board on a monthly basis, having been considered and scrutinised by the Audit Committee and Operations Committee in advance of Board meetings. Risks are identified as financial, statutory/regulatory breaches, or risks to quality – the latter two also bearing risks to reputation.

The Board considers whether the risk framework is appropriate and effective, ensuring that all risks are identified, and that appropriate action is being taken. Individual risks are assigned a risk score of Low, Medium or High, based on an assessment of the likelihood and impact of the identified risk. Consideration is also given to consequences if the risk were to occur, as well as reviewing existing controls and potential mitigating actions to minimise the risk. Additional steps, controls or measures which are being put in place are referenced under Actions for the incoming period. In this way, the Board receives assurance that the risks are being effectively identified, monitored, appraised and resolved by the Executive and operational teams. With each Nursing Home and the Housing service each having their own SIP, managers are able to have a single place to review concerns and plan actions, reducing the burden of paperwork and allowing a continuous dialogue with Trustees about progress made to manage situations.

The principal risks to delivering objectives in 2024-2025 included:

(risk being calculated by severity multiplied by likelihood – each scored out of 5)

Area of Risk	Risk Score March 24	Risk Score March 25
Health and Safety	10	10
Governance and Regulation	16	16
Finance	10	10
Staff – Recruitment and Retention	10	10
Asset Management	15	15
Customer – resident voice	15	12
Care and Support	15	10
Data Management and security	16	16

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Health and Safety Severity = 5 Likelihood = 2 Risk = 10	Low appetite for risk – any areas of non-compliance could result in loss of life, be detrimental to health or cause injury, as well as leading to fines and reputational risk. Key areas of risk: Fire Legionella Electricity Gas Asbestos Loler Damp and Mould	- Scheduled programme of fire stopping works continuing, to address identified concerns. - New evacuation plans in place whilst fire stopping works continue. - Key risks removed in nursing homes (Deep Fat Fryers) - Compulsory Annual Training for all staff - Work still to do on continuing programme of assessing fire stopping including doors – will continue into 2025/26. - All sites have external consultant water hygiene specialist with Risk Assessment and regular sampling/testing - Qualified electrician part of DLO team. - All occupied properties have in-date EICR 100% compliance with annual safety checks - Asbestos Surveys conducted in 23/24 with all recommendations actioned. - All lifts have regular servicing and inspections. - During 23-24 all lifts have had emergency call lines changed to SIM operated, in anticipation of digital switchover. - Nursing homes have clear audit processes for all lifting equipment under LOLER and PUWER - During 24-25 we had no cases of damp and mould reported to us. Resident's information leaflet created to advise on causes and effective management/avoidance of condensation, damp and mould, made available on website and distributed to all Work still needed to encourage residents to report concerns, as well as implementing regular property visits.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Governance and Regulation Severity = 4 Likelihood = 4 Risk = 16	Low appetite for risk – any regulatory breaches or lack of governance could expose BCOP to action from regulators, fines, and reputational damage. Key areas of risk: Insufficient skills and knowledge at Board level, to appropriately challenge the Executive Team. Small head office team with limited capacity to manage functions of filing and notifications to regulatory bodies New requirements from National Regulator of Social Housing (NROSH) and limited capacity to keep up with requirements	- We continued in 24-25 to recruit new trustees with key areas of expertise. We were successful in securing a member of audit committee with extensive housing and governance experience, and another trustee with experience in marketing and fundraising within a charitable setting, to be part of the operations committee. - Further work needed to secure trustees with legal, HR and charity sector knowledge. - Following the departure of our Finance Director we have a new colleague now responsible for preparing accounts ready for filing. - Auditors have not always been able to respond in time to file accounts with NROSH by the end of September – due to time finance team take to compile information for them. This should be significantly easier/quicker next year as whole financial year data on one system - New Social Housing Regulations have placed greater demands on Housing Associations, we are continually assessing what these mean for BCOP and how we can be sure to comply. In 2024/25 it became apparent that our Housing Manager and Director of Operations had not sufficient knowledge or relevant experience to understand the key regulatory requirements. Work needed to ensure team has sufficient expertise.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Finance Severity = 5 (lack of viability could close the charity) Likelihood = 2 Risk = 10	Low appetite for risk - if we do not perform financially then organisation is not viable and may cease to operate. Key risk areas: Not making sufficient surplus to enable us to reinvest in properties and services Not making sufficient surplus to meet loan covenants Poor occupancy/high voids in nursing homes and housing services	- Following robust budgeting implemented in the 23-24 the financial performance was strong. We repeated this for the 2024-25 budget, with operational colleagues being consulted about service requirements and capital needs. This has resulted again in strong operational budgetary management. - Colleagues/managers consulted on service requirements and associated costs for the year. Identified overspends in salaries from lack of budgeting for holiday cover. This will be included for 2025-26 to ensure better control of operational budget. - Covenant requirements not previously factored into budgets, nor considered when making key spending decisions. Specific sums now to be discussed regularly to ensure we don't spend on any non-essential items without seeking bank approval. Eg overpaying loans. This will be implemented from 2026/27 budget onwards. - Strong planning from Property Services Manager to ensure all cyclical and other planned works were costed as robustly as possible. - Improvements in marketing and social media presence, to help drive occupancy levels. - Significant investment in properties/voids to make homes desirable for prospective tenants. - Executive team regularly discussing occupancy across all services, with attention to this issue (which is what generates income) a focus of the SIPs.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Finance	Unmonitored spending	Tighter control of spending, regular scrutiny of agency spends. Unexpected spends necessary in 2025-26 have been accrued from 2024-25 from surplus made, as majority of cost (repayments to BCC) originated from 2024-25 and previous years.
	Uncollected fees/unrecovered debts	Develop new reporting methods to regularly and easily monitor current and former accounts with set trigger points for action.
	High interest payments on loans	Over-payment of loans to reduce term – however this reduced operational surplus to below covenant required level.
	Lack of financial processes and audits to monitor/identify losses	More work needed to identify gaps and create procedures/policies and audit processes for specific areas e.g. the issuing of vouchers/rewards, safe audits, donations. Chair of audit committee to work with HoF to develop robust financial controls
	Organisation makes a loss and reserves are depleted	Turnaround from significant loss in 22-23 to a good surplus in 23-24 and again in 24-25 – maintain robust budgeting, improve voids, improve income collection and implement strong arrears action.

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Staff – recruitment and retention Severity = 5 Likelihood = 2 Risk = 10	Low/medium appetite for risk – without appropriate levels and quality of staffing across all business functions, we cannot operate safe and viable services. Key Risks: Staff without appropriate experience, skills or qualifications Staff turnover high and disruptive to services	- At each point of natural turnover for specific roles, and when reviewing entire department structures, consider key requirements for optimal performance and service delivery. managed stock) - Review salaries to ensure we can attract staff with appropriate levels of experience and knowledge - Support staff learning via qualifications so skills can be obtained via apprenticeships, NVQs, accredited by an appropriate body. - Provide learning opportunities for junior staff, to ensure competency in role as well as opportunities for career progression. - Continue commitment to real living wage. - Develop our staff rewards and recognition programme, as part of our workforce development strategy. - Review notice periods to protect continuity and delivery of senior positions.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Asset Management Severity = 5 Likelihood = 3 Risk = 15	Low/medium appetite for risk – Health and Safety (above) must take priority, but a close second is ensuring our homes are desirable, well maintained and appropriate for the client group. Key Risks: High numbers of unlettable voids Communal areas and externals not regularly maintained/decorated and therefore less attractive Failure of key services (Heating, hot water, door entry, warden call etc) due to ageing infrastructure	- Agreed methodology to prioritise voids for refurbishment based on demand/interest in service and length of time property has been empty (council tax liability/increasing costs). 11 long term voids turned around and let in 2024-25 (7% of total managed stock) - Neville Williams House continued redecoration of corridors - Improvement works to gardens at Neville Williams House and Anita Stone Court, including removal of pet farm and install of raised beds. - Replaced commercial boilers beyond economical repair at Edgumbe Court. - Began work on one sheltered housing scheme's emergency pull cord system, to prepare it for the digital switchover. - Sourced 3 x quotes for all other housing schemes for both SIM and broadband based pull cord systems, to be progressed in 24-25 - Asset lists for fire panels, fire doors, electrical installations, warden call systems has begun, all to be completed in 25-26 - Sourced supplier of flat entrance fire doors, meeting highest standards of safety. - Installed cross corridor fire doors at Robert Harvey House as part of compartmentation works.

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Customer resident voice Severity = 4 Likelihood = 3 Risk = 12	The board, exec team and whole of BCOP are passionate about good customer service and satisfaction. It is imperative that the services we deliver are relevant and valued by residents. Residents and their representatives should be able to feed back in ways that are accessible to them. The Social Housing Regulator requires BCOP to survey tenants on a variety of satisfaction measures, every two years and to publish the results. As we published TSMs in 2023/4, none were completed this year, with the next round scheduled for summer/autumn 2025.	- Nursing Homes have monthly resident/relatives' meetings. - Nursing Homes have monthly manager drop-in/open door sessions. - All services receive Newsletters which advise on ways to feed back. - Feedback regularly sought for Nursing Homes via Carehome.co.uk - Compliments/comments/complaints procedure available and on display in all locations - Residents Scrutiny Panel established with other local providers, giving BCOP housing residents opportunities to scrutinise policies and compare to industry standards.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

	Areas of Dissatisfaction not acted upon and therefore opportunities to improve tenant experience are missed	• BCOP will publish the next TSMs in 2025/26 on its website and in the trustees reports which accompany the 2025/26 accounts. • The Complaints Procedure was reviewed, with clarity in defining complaints v's service requests. This was assessed against the Housing Ombudsman's requirements and the assessment submitted to the Social Housing Regulator. • TSM responses will be included in the Housing SIP with action plans for TSOs/HCO • 'You said, we did' posters to be displayed monthly, to show what BCOP has been working on to respond to resident concerns. • New way of tracking complaints was implemented part way through 2024-25, this enables us to report to the social housing regulator each year. • We restructured of Housing Services and included Housing and Compliance officers to ensure independent residents have access to adequate housing advice/services and support services have access to more experienced housing colleagues when dealing with issues like ASB, complaints or issuing tenancies/notices. • New structure led to 3 FTE TSOs (2 x FTEs plus 2 x part time posts) who work across all supported schemes, so Tenants have alternative 'known' people to approach for support. • We identified some gaps in knowledge in the housing team, and we planned to alter the management role to reflect a more comprehensive oversight now that housing officers could deliver the front-line work. When the existing housing manager resigned early in the 2025/26 financial year, we took the opportunity to reshape the role further to have more seniority/responsibility and recruited a candidate with significant experience, to help shape our services for the better.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Care and Support Severity = 5 Likelihood = 2 Risk = 10	The charity is committed to providing good quality care and support, minimising the potential for service failures or discontinuity such as safeguarding, serious incidents or other regulatory or legislative breach. Safeguarding Failures: Residents/service users experience abuse or neglect in our services Lack of or unclear guidance for staff undertaking particular activities or services. Poor service due to lack of skills within teams	• Scrutiny and reporting from the Operations Committee. • Audits and SIPs reflect any risks to safe, quality service. • Staff training in key areas e.g. infection control, safeguarding, general care • Electronic care records, and notifications to CQC. • Effective communications with regulators, commissioners, and families. • Complaints management. • Business Continuity Plans. • Review of systems and processes to ensure a satisfactory level of operational efficiency. • Comprehensive set of policies and procedures that are supported through staff induction and cascaded through staff updates. • Reporting to the Board with clear escalation policy from frontline services to management, senior management, CEO and Board around issues of whistleblowing, serious incidents, fraud or other concerns. • Continue to deliver specialist clinical training • Provide general training for care teams covering common conditions • Gain accreditation to demonstrate excellent care in specific areas – RHH now delivers Namaste Care, NWH and ASC have enrolled for accreditation with Gold Standards Framework.
Data Management and security	Significant breaches of GDPR or other data handling can lead to reputational damage, a potential financial loss if damages are awarded. Staff reverting to storing data in inappropriate locations e.g. desktops, rather than secure drive/database. Poor housekeeping – leaving client or staff information where it can be seen by others.	• Revise all data handling, GDPR and confidentiality policies. • Increase awareness of retention policies/timeframes, and implications of storing information in multiple/inappropriate places. • Locked office or clean desk policy.

The risks listed above represent key risks for any provider in the increasingly competitive social care and housing sectors. We seek to limit instances by deploying the necessary resources and controls in our day-to-day operations, including service improvement plans. We have focused on developing stronger relationships with commissioners in order to anticipate changes in a more proactive manner.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Governance and Reporting Structures

The charity reviews its governance arrangements and changes its governance procedures to meet best practice principles in the charitable sector.

Following two resignations and two appointments during 2024-25, the Board comprised nine trustees including the Chair at financial year end. Our Articles of Association state that we must have a minimum of five trustees. The Board meets at least four times a year to monitor performance against strategy. Senior Executives also attend the relevant Board and Committee meetings. The Board has the expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity and provide leadership and strategic direction whilst fostering a culture of constructive challenge and debate with the Executive who manage the charity on a day-to-day basis.

A trustee skills matrix is maintained by the Chair and reviewed on a regular basis (when a notice of retirement or resignation is received) to ensure the Board continues to meet the changing needs and demands of the charity. Board members are recruited by advertising through various websites and associated channels. Applicants are shortlisted by the Chair and Chief Executive, leading to formal interviews at one of our services and, if mutually agreeable, to an invitation for the applicant to observe a Board meeting, to meet with trustees and to visit more of our schemes, prior to a final appointment being recommended to, and if agreed, approved by Board. A description of the requirements of the role is provided to all trustees. Trustees serve a three year term before facing retirement or re-election up to a maximum of 9 years in office.

Following appointment, each new trustee receives a programme of induction which includes key documents as part of the Trustees' Handbook; support from a Board 'buddy' drawn from among existing Members; service site visits with the Director of Operations and dedicated sessions with other members of the Executive Team dependent on the Trustees role. The Chief Executive provides a half day induction to BCOP to inform of current operating position and challenges as well as our position with the organisational strategy.

Training is carried out both with external agencies and via in-house training when identified as being needed, and drawn up on the outcomes of the Board appraisal process. The findings feed into the training/ development programme for new and existing members.

The Trustees are not remunerated but may receive reasonable out-of-pocket expenses for attending Board meetings in accordance with the expenses policy.

Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation to two Committees. Work continues to ensure compliance with the NHF Code of Governance, as well as meeting the requirements of the Social Housing (Regulation) Bill.

Scheme of delegation Committees

Each Committee has written terms of reference which are reviewed and approved by the Board on a biennial basis; Audit Committee Terms of Reference were last reviewed and approved in February 2025. Operations Committee Terms of Reference were last reviewed and approved in July 2025. The work of the Committees provides trustees with more detailed understanding and assurance on specific areas of delegated risk, compliance and development.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Responsibilities

Audit Committee: Oversees finance, risk and audit with authority to appoint external auditors.

Operations Committee: Oversees and reports on quality assurance of services, including clinical governance of the nursing homes, and compliance with the Social Housing Regulations Act, monitoring the operations plan and assessing performance against KPIs.

Compliance with code of governance

The charity has adopted the National Housing Federation's Code of Governance (2020). As a small Registered Provider (less than 1000 units), we seek to adhere to the spirit of the Code, whilst prioritising our business needs.

Trustees recognise that there should be a balanced, diverse, and effective Board which leads and controls the organisation, complies with its legal requirements and reflects the increasingly diverse service user community whom we serve.

We have undertaken an assessment against the provisions of the code under its 4 principles and comply, with the following exceptions:

(i) Mission and Values

- Recognise our need to improve formal resident engagement following appropriate consultation with tenants. This is required in our Nursing Homes as well as housing services. We have begun to implement additional opportunities for resident involvement, such as the resident scrutiny panel. This will be reviewed to assess whether residents have found it a useful forum.
- Express and publish our vision and mission statement, with a review of our staff appraisal system to directly link individuals' objectives with our corporate values. Our 2025-30 strategy has clearly expressed our vision and mission but work is still to be done to create the 'golden thread' into our staff behaviours via supervision and appraisal.

(ii) Strategy and Delivery

- Improve awareness and adherence of corporate trustee obligations.
- Complete departmental strategies which support the objectives of the corporate strategy for 2025-30.

(iii) Board effectiveness

- The Chair of the Board should not be a member of the committee responsible for audit. The chair has been included in the audit committee to make up numbers as we had a member resign in the year. We continue to recruit with an aim for a minimum of three committee members (not including the chair of the board).
- The Board decided to retain a 9-year term (3 x 3 years) due to challenges in recruiting, and the importance of retaining corporate memory.

(iv) Control and Assurance

The CEO and Director of Operations continued to embed the reporting and audit process in 2024-25 to ensure services are using it effectively and communication of risks is clear and direct to the executive and Board. To ensure that our policy revisions are a reflection of best practice, we continued membership with QCS (Quality Compliance Systems) so we have consistent access to relevant, industry leading policies and procedures for working in care and related environments. We are committed to having a comprehensive range of tools to ensure concerns or poor practice cannot remain hidden or unreported. The SIP remains organic, and we are constantly reviewing content to ensure we do not lose any learnings.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Internal Financial Control and Financial Reporting

The Board is ultimately responsible for the group's system of internal financial control, which is designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Board regularly reviews the effectiveness of the group's internal financial control system for the period and up to the date of the approval of the report and financial statements. No weaknesses were found to date in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements however a full review will start in 2025/26 between the chair of the audit committee and the head of finance, to ensure our financial controls and associated policies are robust and fit for purpose.

The main features of the internal control system are:

- Written orders and financial regulations which delineate responsibilities and levels of authority.
- Annual budgets, set in the context of a longer-term business plan with clear accountability for control of each part of the budget
- Formal budgetary control arrangements with a quarterly reporting cycle.
- Detailed management accounts produced quarterly, with headlines communicated monthly and forecasts for the remainder of the financial year. These are reviewed by the Senior Executive Team and considered and approved by the Board.
- Board approval of the parameters under which new investments or financing are entered into.
- Ongoing monitoring by the Board of the risk assessment review carried out by the management of the organisation and acknowledgement of its findings.

The board acknowledges that greater emphasis must be placed on loan covenants during budget setting and approval, and monitored quarterly.

Meeting Public Benefit

In considering 'Public Benefit' the trustees recognise their responsibilities as guided by the Charities Act 2011 which defines a charitable purpose, explicitly, as one that falls within 13 descriptions of purposes and is for the public benefit. One of those 13 descriptions is 'The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage'.

BCOP's objectives are to provide good quality support and care to persons over 60 years of age, or 55 if living with a disability. BCOP provides accommodation, care and support to individuals within our nursing homes or housing services. The trustees are therefore confident that BCOP meets public benefit requirements with a clear charitable purpose.

Access to all of our care services can be achieved either through self-referral or a government-funded statutory organisation. We promote the nursing homes to ensure equity of access across the community, based on the individual's care needs assessment, required outcomes and our ability to deliver.

We publicly advertise rental tenancy and Alms house vacancies in our social housing provision and operate a criteria assessment for prioritising needs. Over 75% of our housing tenants are in receipt of Housing Benefit or other forms of state funding.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

BCOP believes that everyone should benefit from the same standard of good quality care. Fees charged to tenants and residents are set to achieve – as much as possible – full cost recovery, without the need for any profit, therefore maintaining the financial viability of the charity. Funding for residents in our nursing homes is provided through either state assistance via Local Authority, NHS or Clinical Commissioning Groups, and/ or with self-funding or through the support of charitable organisations. We aim to ensure equity of access to our services and to provide the highest quality of care to residents. We also offer day care placements at our nursing homes to enable people to receive daily respite or care and supervision whilst still living independently.

The grants received last year enabled us to deliver a programme of activities at in our supported housing services, including craft activities and art. The events have all been well attended and ensure that our tenants and local neighbours do not experience social isolation or loneliness.

BCOP extends its services to the wider community of older people beyond those who are resident in our schemes. 2024-25 saw our nursing homes all open up 'Memory Cafés, jointly facilitated with Age UK, to support people living with dementia and their carers in our neighbourhoods. We administer charitable grants to fund housing costs, often this can support residents of our nursing homes to pay their accommodation related fees, or people moving elsewhere to fund an essential item for their tenancy.

Marketing, Fundraising and Grant Applications

Our approach to fundraising is linked mainly to the work of the nursing homes. While BCOP does not have a dedicated fundraising team, we were able to secure some financial grants towards our running costs, and donations to the welfare funds operated by each home through generous donations from family members.

The main sources of donation are:

1. Trusts and Foundations
2. Occasional donations from families, friends or the general public
3. Legacy donations
4. Free-to-attend fundraising events run in the nursing homes e.g. summer fetes, garden parties
5. Volunteers/staff who fundraise on our behalf

We are not registered with the Fundraising Regulator given the currently limited nature of our fundraising activities. We are compliant with the Regulator's Code of Fundraising Practice (V1.10) and the Institute of Fundraising in respect of the fundraising areas outlined above.

We received no complaints about fundraising in 2024-2025. We ensure that our fundraising is respectful, open, honest, and accountable to those supporting us. Our approach relies upon an individual's personal preference to be involved. We do not currently maintain a scheme for regular donors, nor contact individual families or previous donors to ask for money directly. We always acknowledge and thank individuals if they have contributed to our work, but any campaigns or activities involve general promotion and are not targeted at individuals.

Value for money statement

BCOP recognises that in achieving Value for Money (VfM), the responsibility for robust financial management by the Board and management team is essential. Our working definition for VfM is to use our resources economically, efficiently, and effectively as befits an organisation of our size and complexity, in order to provide quality services and homes for our service users.

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

Our strategic approach to Value for Money includes the following steps:

1. Embedding Value for Money objectives into our Strategic Objectives

One of our key strategic objectives is to be 'a resilient business, with resources to deliver its promise's. As such, we are focused on achieving sustainable financial performance and doing this within a VfM framework. BCOP believes that VfM is integral to how we work, and we encourage all staff, particularly budget holders, to consider VfM within the context of their roles, welcoming suggestions for process and service delivery improvements in order to achieve a more equitable balance between quality and cost of provision. In 2024-25 we reviewed services from staffing agencies, catering and cleaning suppliers, as well as care equipment suppliers. We also moved to a new Head Office base, which reduced our ongoing rent costs.

2. Reporting on Regulatory Metrics

As a small provider with less than 1,000 units, an element of BCOP's remit is to provide affordable and safe housing for older people in its existing units. The core purpose of BCOP is predominantly as a care provider and not a developer of housing. In the short - medium term, the organisation intends to refurbish its housing stock as and when the opportunity arises, to ensure the stock is in sufficient demand and appropriate condition to remain viable. We are not currently aiming to invest in building or acquiring new stock. In 2024-25 we fully refurbished 11 units of accommodation, and have begun the process of changing our emergency pull cord systems, so that they will still be functional after BT digitalises all telephone lines in 2027.

In line with the principles of the metrics introduced by the Regulator of Social Housing, providers are expected to report their performance against seven key metrics in the annual accounts. The Regulator acknowledges that reporting on a particular metric may be inappropriate given the nature of the organisation, but it provides us with an opportunity to compare ourselves to the wider housing for older people sector.

The key metrics are as follows:

Performance is benchmarked where data is available and appropriate, against a peer group of 7 West Midlands-based smaller housing associations (between 100-200 units) providing housing for older people or with over 50% of their stock addressing this need. An element of general needs property within a portfolio will lower the headline costs compared to a specialist provider for older people [Sourced from SPBM Small Providers' Benchmarking - West Midlands].

Reinvestment: We undertook minor capital works on Housing properties in the year, reflecting our commitment to provide safe and affordable accommodation to our tenants. The programme of maintenance and, where appropriate, modernisation of existing stock incorporated changes arising from changes to fire safety regulations. Full refurbishments were undertaken on 11 properties and large commercial boilers replaced in housing schemes where needed. We upgraded windows in one scheme and this will continue into 2025-26. We also began works to digitalise our emergency pull cord systems in our housing schemes, this will continue into 2025-26 and 2026-27.

New supply delivered: BCOP is not currently developing new housing capacity. However, due to a live-in scheme manager retiring, we were able to make available one two-bedroomed property previously used as staff accommodation, for social let.

Gearing: This metric looks at the percentage of assets supported by debt and the degree of dependence on Debt Finance. BCOP primarily operates as a care provider and any loans are only secured against the Nursing Homes. We repaid a £200,000 lump-sum from our CBIL loan and plan to have it fully repaid in 2025-26.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2025

EBITDA (Group): This relates to the whole group and has reduced slightly from the previous year. This is because of some one-off spends such as costs of moving office and the need to pay rent on two premises for a period of time whilst the new offices were being prepared. Other costs such as food and the lease of our DLO fleet (vans) rose significantly higher than inflation and also we overspent on care staff costs. Recruitment difficulties led to us using agencies to secure candidates for specific roles, which commands a high fee that we had not planned.

MRI Interest Cover: Performance has improved due to the impact on occupancy and income levels of our operating surplus.

Headline Social Costing per unit: ongoing commitment to improving stock saw another increase to capital investment.

Operating Margin: Operating margin on housing reduced, due to the continued high voids and increased spending to improve stock. The voids did not represent stagnations – we had multiple new lettings but sadly several deaths and/or departures so the overall picture remained similar.

Return on Capital Employed (ROCE) % (Group): This measure indicates the efficient use of resources. The assets and liabilities of the organisation are grouped together i.e. the Nursing Homes and Social Housing provision. As a group, income improved with a small decrease versus budget, however we did see savings in many areas resulting in an overall surplus.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2025

3.VfM and BCOP metrics

RSH Metric name	2024	2025	Variation between years 2024 and 2025	Peer group median 2024-25*
a. Reinvestment: this looks at investment in properties as a percentage of the value of total properties held.	0.7%	1.3%	Ongoing increase in activity due to BCOP commitment to meet changing regulatory requirements ahead of schedule.	2.8%
b. New Supply (Social and Non-Social Housing)	Nil	Nil	BCOP is not a housing developer.	Nil
c. Gearing (Group) This ratio sets out the proportion of borrowing compared with assets. A high gearing % could indicate that we have taken on too much borrowing however low gearing could indicate that we have capacity to borrow.	8.4%	7.6%	Improvement due to lump sum repayment of CBIL loan.	16.53%
d. EBITDA (Group)	6.8%	5.7%	Used surplus to repay significant sum off high interest loan.	Not available
e. EBITDA MRI interest cover (Group)	244%	216%	Operating surplus coupled with increased turnover.	168% from previous year
f. Headline Social Housing Cost per Unit	£7,591	£7,253	Continued focus on repairs as well as planned upgrades and void works.	£4,774
g. Operating Margin % (Group) This % is an indicator of operating efficiency and business health as it measures the amount of surplus generated from turnover on our day-to-day activities.	Housing 19.9%	Housing 14.09%	Operating surplus overall; reduction reflects higher than budgeted staffing costs.	16.99%
h. Return on Capital Employed (ROCE) % (Group)	1.4%	1.26%	Reduced due to using income to repay loan, and accrue for upcoming debt repayment to BCC	Not available

*Sector Median taken from the West Midlands Smaller Housing benchmarking group figures for 2024/25.

Our nursing homes come under the regulation of the Care Quality Commission, though the overheads of the organisation are apportioned across both parts of the organisation. In the following table, we outline key metrics used to measure performance.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2025

Metric	2023-24	2024-25	Target 2025-26
Quality – services receiving a good CQC rating or above	100%	100%	100%
Quality – Number of complaints & % resolved at first stage	Nursing 23 : 85% Housing 4 : 75%	Nursing 18 : 100% Housing 20 : 100%	Aim for 90% of all complaints to be dealt with at first stage.
Quality – carehome.co.uk scores* (Leading care review site for family and friends. Scores out of 10)	ASC 9.3 NWH 9.7 RHH 9.8	ASC 9.4 NWH 9.7 RHH 9.9	Aim for 9.8 for all services
People – staff turnover %	16.4%	17.2%	Maintain below 20% (care industry average – 32%)
People – staff sickness % of total hours	1.27%	1.28%	Maintain below 5%
Occupancy level	Nursing- 85.8% Housing- 84%	Nursing- 92% Housing- 85%	Nursing – 92% Housing – 90%
Overhead costs as % of turnover (Group)	12.0%	11.8%	Peer median is 17.7%
Support Office costs as % of Turnover (Group)	10.1%	9%	Target of ≤13%
Repairs/Maintenance	£267,209	£239,386	Under continuous review based on property assessments and stock condition survey

Future Plans

The strategic plan commits us to:

- Providing modern, warm, safe and sustainable homes which are compliant and digital ready, with high occupancy.
- Delivering outstanding care in our nursing homes, with accredited specialist care provision.
- Being a resilient business with resource to deliver its promises. To deliver this, we will implement robust financial monitoring to secure long term future of the organisation.
- Being a happy place to work, with efficient people management and a positive workplace culture which supports staff wellbeing.

This report was approved by the board and signed on its behalf.



D Sizer

Chair

Date: 23 December 2025

Broadening Choices for Older People
(A company limited by guarantee)

Trustees' Report
For the Year Ended 31 March 2025

The Trustees present their report and the financial statements for the year ended 31 March 2025.

Introduction

The Trustees submit their report, including the audited consolidated financial statements of Broadening Choices for Older People for the year ended 31 March 2025. This report forms the Directors' report for the purposes of the Companies Act 2006.

Results

The surplus for the year amounted to £78,215 (2024 - £322,293).

Trustees

The Trustees who served during the year were:

D Sizer (Chair of Board)
H Gore (Chief Executive)
J Bennett
N Bradbury
L Willetts (appointed 18 December 2024)
N Wilson (appointed 18 December 2024)
E Davies (resigned 16 December 2024)
J Lindon-Lewis (resigned 25 July 2024)
P Mandleberg
G Hall
T Pattni

Under the terms of the statutory guarantee, the Trustees are deemed to be the statutory members and as such have given an undertaking to contribute up to £1 each if called upon to do so.

Going concern

At 31 March 2025 the group has cash at bank of £1.4m. The Board has reviewed the group's budgets and funding requirements and is satisfied that the group is a going concern, and it has therefore continued to adopt the going concern basis in preparing the consolidated financial statements.

The Board will continue to manage the financial stability of the organisation by monitoring its operational activities and looking at ways of reducing expenditure and increasing cost effectiveness and value for money.

Qualifying third-party indemnity provisions

Professional indemnity insurance is in place for the Trustees.

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report (continued)

For the Year Ended 31 March 2025

Matters covered in the Group Strategic Report

The Company has chosen in accordance with section 414C(11) of the Companies Act 2006, to set out in the company's Strategic Report information required by this Schedule to be contained in the Trustees' Report in respect of future developments and financial risk management.

Trustees' responsibilities statement

The Trustees are responsible for preparing the Group strategic report, the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law and Housing association legislation requires the Trustees to prepare for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board of Trustees must not approve the financial statements unless it is satisfied that they give a true and fair view of the state of affairs of the group and the company and of the surplus or deficit of the group and the company for that period.

In preparing these financial statements, the Board of Trustees is required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable it to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008, the Charities Act 2011 and the Accounting Direction for Private Registered Providers of Social Housing 2015. They are also responsible for safeguarding the assets of the group and the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Broadening Choices for Older People website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Broadening Choices for Older People
(A company limited by guarantee)

Trustees' Report (continued)
For the Year Ended 31 March 2025

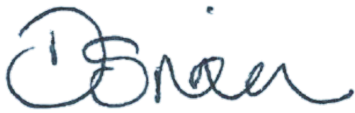
Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditor

Dains Audit Limited has indicated its willingness to continue in office as auditors and will be proposed for reappointment as auditors of the Charity at the forthcoming Annual General Meeting.

This report was approved by the board and signed on its behalf.



D Sizer
Chair

Date: 23 December 2025

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People

Opinion

We have audited the financial statements of Broadening Choices for Older People (the 'Parent Charity') and its subsidiaries (the 'Group') for the year ended 31 March 2025, which comprise the Group Statement of Comprehensive Income, the Group and company Balance Sheet, the Group Statement of Cash Flows, the Group and company Statement of Changes in Reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charity's affairs as at 31 March 2025 and of the Group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the Parent Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group strategic report and the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group strategic report and the Trustees' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the Parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 29, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our knowledge and experience of the social housing and nursing home sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the financial reporting legislation, Charities Act 2022, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the Charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Morris FCA (Senior Statutory Auditor)

for and on behalf of

Dains Audit Limited

Statutory Auditor

Chartered Accountants

Birmingham

23 December 2025

Broadening Choices for Older People

(A company limited by guarantee)

Consolidated Statement of Comprehensive Income For the Year Ended 31 March 2025

	Note	2025 £	2024 £
Turnover		9,944,137	8,893,484
Operating expenditure		(9,770,820)	(8,578,145)
Operating surplus	9	173,317	315,339
Fair value movements on investments	18	(19,097)	133,048
Income from listed investments	6	77,914	58,258
Interest receivable and similar income	7	26,629	25,738
Interest payable and similar expenses	8	(180,548)	(210,090)
Surplus for the financial year		78,215	322,293
Actuarial gains/(losses) on defined benefit pension scheme	28	43,000	(128,000)
Total comprehensive income for the year		121,215	194,293

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23 December 2025



D Sizer
Chair



H Gore
CEO

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People**(A company limited by guarantee)****Registered number:03685650****Consolidated Balance Sheet****As at 31 March 2025**

	Note	2025 £	2024 £
Fixed assets			
Housing properties	14	9,893,509	9,876,311
Other tangible assets	17	10,967,437	10,859,658
Investments	18	1,946,697	1,969,277
		22,807,643	22,705,246
Current assets			
Debtors	20	671,935	540,123
Cash at bank and in hand	21	1,449,071	1,670,295
		2,121,006	2,210,418
Creditors: amounts falling due within one year	22	(2,050,219)	(1,710,742)
Net current assets		70,787	499,676
Total assets less current liabilities		22,878,430	23,204,922
Creditors: amounts falling due after more than one year	23	(5,526,997)	(5,827,704)
Net assets excluding pension liability		17,351,433	17,377,218
Defined benefit pension scheme liability	28	(445,000)	(592,000)
Net assets		16,906,433	16,785,218
Capital and reserves			
Endowment Fund	27	34,329	34,329
Restricted Funds	27	1,917,825	1,873,939
Revenue Reserve		14,954,279	14,876,950
		16,906,433	16,785,218

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23 December 2025.



D Sizer
Chair



H Gore
CEO

Broadening Choices for Older People**(A company limited by guarantee)****Registered number:03685650****Charity Balance Sheet****As at 31 March 2025**

	Note	2025 £	2024 £
Fixed assets			
Housing properties	14	9,718,000	9,699,239
Other tangible assets	17	10,967,437	10,859,658
Investments	18	1,946,697	1,969,277
		22,632,134	22,528,174
Current assets			
Debtors	20	671,080	539,589
Cash at bank and in hand	21	1,445,861	1,666,989
		2,116,941	2,206,578
Creditors: amounts falling due within one year	22	(2,988,985)	(2,623,522)
Net current liabilities		(872,044)	(416,944)
Total assets less current liabilities		21,760,090	22,111,230
Creditors: amounts falling due after more than one year	23	(5,416,802)	(5,716,294)
Net assets excluding pension liability		16,343,288	16,394,936
Defined benefit pension scheme liability	28	(445,000)	(592,000)
Net assets		15,898,288	15,802,936
Capital and reserves			
Restricted Funds	27	805,470	787,446
Revenue Reserve		15,092,818	15,015,490
		15,898,288	15,802,936

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23 December 2025.



D Sizer
Chair



H Gore
CEO

Broadening Choices for Older People**(A company limited by guarantee)****Consolidated Statement of Changes in Equity
For the Year Ended 31 March 2025**

	Endowment Fund £	Restricted Funds £	Revenue Reserve £	Total equity £
At 1 April 2023	34,329	1,836,091	14,720,505	16,590,925
Comprehensive income for the year				
Surplus for the year	-	-	322,293	322,293
Actuarial loss on defined benefit pension scheme	-	-	(128,000)	(128,000)
Transfers (Note 27)	-	37,848	(37,848)	-
At 1 April 2024	34,329	1,873,939	14,876,950	16,785,218
Comprehensive income for the year				
Surplus for the year	-	-	78,215	78,215
Actuarial gain on defined benefit pension scheme	-	-	43,000	43,000
Transfers (Note 27)	-	43,886	(43,886)	-
At 31 March 2025	34,329	1,917,825	14,954,279	16,906,433

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
(A company limited by guarantee)

Charity Statement of Changes in Equity
For the Year Ended 31 March 2025

	Restricted Funds £	Revenue Reserve £	Total equity £
At 1 April 2023	762,166	14,859,045	15,621,211
Comprehensive income for the year			
Surplus for the year	-	309,725	309,725
Actuarial loss on defined benefit pension scheme	-	(128,000)	(128,000)
Transfers (Note 27)	25,280	(25,280)	-
At 1 April 2024	787,446	15,015,490	15,802,936
Comprehensive income for the year			
Surplus for the year	-	52,352	52,352
Actuarial loss on defined benefit pension scheme	-	43,000	43,000
Transfers (Note 27)	18,024	(18,024)	-
At 31 March 2025	805,470	15,092,818	15,898,288

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
(A company limited by guarantee)

Consolidated Statement of Cash Flows
For the Year Ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Surplus for the financial year	78,215	322,293
Adjustments for:		
Amortisation of deferred capital grant	(35,889)	(35,892)
Depreciation of tangible assets	253,067	292,332
Interest payable	180,548	210,090
Investment income and interest receivable	(104,543)	(83,996)
(Increase) in debtors	(131,812)	(146,362)
Increase in creditors	430,776	94,746
Fair value movement on investments	19,097	(133,048)
Pension contributions paid	(136,000)	(146,000)
Pension scheme costs	41,440	45,559
Net cash generated from operating activities	594,899	419,722
Cash flows from investing activities		
Purchase of tangible fixed assets	(378,044)	(188,880)
Purchase of listed investments	(183,391)	(495,251)
Sale of listed investments	206,830	474,533
Interest received	26,629	25,738
Income from listed investments	77,914	58,258
Net cash from investing activities	(250,062)	(125,602)
Cash flows from financing activities		
Net movement on borrowings	(392,007)	(423,675)
Interest paid	(154,548)	(185,090)
Net cash used in financing activities	(546,555)	(608,765)
Net (decrease) in cash and cash equivalents	(201,718)	(314,645)
Cash and cash equivalents at beginning of year	1,728,041	2,042,686
Cash and cash equivalents at the end of year	1,526,323	1,728,041

Broadening Choices for Older People**(A company limited by guarantee)****Consolidated Statement of Cash Flows (continued)**
For the Year Ended 31 March 2025

	2025 £	2024 £
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	1,449,071	1,670,295
Cash on deposit awaiting investment	77,252	57,746
	1,526,323	1,728,041

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
(A company limited by guarantee)

Consolidated Analysis of Net Debt
For the Year Ended 31 March 2025

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	1,670,295	(221,224)	1,449,071
Debt due after 1 year	(3,143,195)	264,818	(2,878,377)
Debt due within 1 year	(276,996)	127,189	(149,807)
	<u>(1,749,896)</u>	<u>170,783</u>	<u>(1,579,113)</u>

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People

(A company limited by guarantee)

Notes to the Financial Statements

For the Year Ended 31 March 2025

1. General information

Broadening Choices for Older People is a private company, limited by guarantee and domiciled and incorporated in England and Wales. It is a Registered Provider of social housing with the Regulator of Social Housing (formerly the Homes & Communities Agency) and a Registered Charity.

The Charity's registered office address and registered numbers are set out in the Charity Information page.

The Charity's and the Group's principal activities are the provision of nursing care and the management of accommodation for older people.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP), including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102"), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and they comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. They have been prepared under the historical cost convention modified to include investments at fair value and on the Going Concern basis as set out in the Strategic Report and the Trustees' Report.

The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the Charity and the Group, and rounded to the nearest £1.

Broadening Choices for Older People meets the definition of a public benefit entity under FRS102.

The following principal accounting policies have been applied:

2. Accounting policies (continued)

2.2 Basis of consolidation

The consolidated financial statements present the results of the Charity and its own subsidiaries ("the Group") as if they form a single entity.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, contingent consideration and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at fair value at the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

Where acquisitions are in substance a gift of one business or another, the fair value of the gifted asset is accounted for as a donation in the year of acquisition within the Consolidated Statement of Comprehensive Income.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. All financial statements are made up to 31 March. All Group entities adopt consistent accounting policies.

2.3 Going concern

The Board confirms that these financial statements are prepared on the basis that the Group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the Guidance published by the UK Financial Reporting Council.

The Budget for 2025-26 has been based on up-to-date and prudent assumptions on occupancy and income levels. The forecast for 2025-26 demonstrates that the Group will have adequate resources to continue in operation for at least 12 months from the signing date of the consolidated financial statements.

2.4 Turnover

Turnover comprises rental income, service charges, and fees receivable from housing activities and nursing homes, income receivable from day centres, catering activities, and management of schemes, and legacies and donations receivable.

2. Accounting policies (continued)

2.5 Government grants

Government grants include grants receivable from Homes England (formerly the Homes & Communities Agency), Local Authorities and other government bodies.

Grants are accounted under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

Government grants received for housing properties are recognised in the Consolidated Statement of Comprehensive Income over the useful economic life of the structure of the housing asset under the accruals model. The deferred element of grants is included in creditors as deferred income.

2.6 Income from listed investments

Income from listed investments is included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

2.7 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2.8 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.9 Apportionment of management expenses

Direct employee, administration, and operating costs are apportioned between the operations which generate income, on the basis of the costs of the staff to the extent that they are directly engaged in each of the operations dealt with in these financial statements.

2.10 VAT

The Charity was deregistered for VAT with effect from 1 October 2014. Therefore all expenditure is shown inclusive of VAT.

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Notes to the Financial Statements For the Year Ended 31 March 2025

2. Accounting policies (continued)

2.11 Housing properties and Nursing home properties

Housing properties and Nursing home properties are stated at historical cost less accumulated depreciation and impairment losses where applicable. Historical cost includes the cost of acquiring land and buildings and expenditure that is directly attributable to the initial equipping of the Group's properties necessary for them to be capable of operating in the manner intended by management, including interest costs on related loans and freehold and leasehold costs.

The Group separately identifies the major components to its housing properties and nursing home properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Freehold – Land	Nil
Freehold – Structure	60-100
Leasehold – Land & Structure	Over remaining lease term
Assets under construction	Nil
Windows	30
Kitchens	15
Bathrooms	15
Roofs	35 to 75

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that enhance the economic benefits of the assets, are capitalised as improvements. Such enhancements can occur if improvements result in either:

- An increase in rental income;
- A material reduction in future maintenance costs;
- A significant extension to the life of the property.

2. Accounting policies (continued)

2.12 Other tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Individual fixed assets costing £2,000 or greater are normally capitalised.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line and reducing balance methods.

Depreciation is provided on the following bases:

Leasehold improvements & office equipment	- 20% straight line or period of lease if shorter
Motor vehicles	- 33% reducing balance
Fixtures and fittings	- 10% - 50% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gain and losses on remeasurement are recognised in the Consolidated Statement of Comprehensive Income for the period.

2.14 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.15 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2. Accounting policies (continued)

2.16 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.17 Financial instruments

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

Basic financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other creditors, bank loans, other loans and loans due to fellow group companies are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade creditors are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade creditors are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

2. Accounting policies (continued)

2.18 Reserves

Revenue reserves represent those resources which may be used towards meeting any of the charitable objects of the Group at the discretion of the Board.

Restricted funds comprise all funds received with restrictions imposed by the funder/donor.

The endowment fund comprises property of the Group which the Board may not spend as if it were income. It must be held permanently, but can be used in furthering the Group's purposes or to produce an income for the Group.

2.19 Taxation

The Charity is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 2 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.20 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2. Accounting policies (continued)

2.21 Employee benefits and pensions

The costs of short term employee benefits are recognised as a liability and an expense.

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust. The Social Housing Pension Scheme (SHPS) scheme is a multi-employer scheme which provides benefits to some 500 non-associated employers. The Pension Trust Growth Plan is also a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers.

Defined Benefit Scheme

These schemes were open to any employees who wished to join them. However no new members have joined the schemes since 2016. The deficit on the schemes is reported as a Net Defined Benefit Pension Scheme Obligation in the Statement of Financial Position (Balance Sheet).

The net defined benefit obligation represents the present value of the defined benefit obligation minus the fair value of scheme assets out of which obligations are to be settled. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost (Note 11). Net interest on the net defined benefit liability comprises the interest cost on the defined benefit obligations and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligation. These amounts are recognised within net income/expenses (Note 8). Actuarial gains and losses and the difference between the interest income on scheme assets and the actual return on scheme assets are recognised as actuarial gains/losses within Other Comprehensive Income or Expense.

Defined Contribution Scheme

The amounts charged as expenditure represent the contributions payable by the Group in the year.

2.22 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

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For the Year Ended 31 March 2025

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Defined Benefit Pension Scheme liabilities

The Group, through the use of a scheme actuary as a management expert, assesses the assets and liabilities of the scheme, and hence the net liability at each year end using a number of key assumptions including mortality rates, discount rates, inflation and salary growth in order to establish the fair value of the assets and liabilities at the balance sheet date. Further information in relation to the assumptions used to evaluate the deficit as at 31 March 2025 is set out in Note 28 to the financial statements.

Economic Life of Assets

An estimation of the useful economic life of the Group's assets is made by management and disclosed within the Accounting Policies. This impacts the annual charge for the depreciation of these assets. The relevant assets and depreciation are set out in Notes 14 and 17 to the financial statements.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for any current and former tenants and against any sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of any provision is based on historical experience and future expectations. The amounts involved are disclosed in Note 20 to the financial statements.

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Notes to the Financial Statements
For the Year Ended 31 March 2025

4. Particulars of turnover, operating expenditure and operating surplus/(deficit)

	Turnover 2025 £	Operating expenditure 2025 £	Operating surplus / (deficit) 2025 £	Turnover 2024 £	Operating expenditure 2024 £	Operating surplus / (deficit) 2024 £
Social housing lettings (see Note 5)	1,106,550	(878,798)	227,752	1,540,969	(1,234,476)	306,493
Non-social housing:						
Nursing homes	8,705,911	(8,795,673)	(89,762)	7,199,045	(7,228,547)	(29,502)
Donations and legacies	29,298	(42,202)	(12,904)	34,283	(25,590)	8,693
Other activities	88,739	(40,508)	48,231	78,051	(48,396)	29,655
	<u>9,930,498</u>	<u>(9,757,181)</u>	<u>173,317</u>	<u>8,852,348</u>	<u>(8,537,009)</u>	<u>315,339</u>
Government grants	13,639	(13,639)	-	41,136	(41,136)	-
	<u>9,944,137</u>	<u>(9,770,820)</u>	<u>173,317</u>	<u>8,893,484</u>	<u>(8,578,145)</u>	<u>315,339</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2025

5. Particulars of income and expenditure from social housing lettings

	2025	2024
	£	£
Group		
Rent receivable net of identifiable service charges	574,344	776,934
Service charge income	532,206	764,035
Net Rental Income and Turnover from Social Housing Lettings	1,106,550	1,540,969
Amortisation of Government grants	35,889	35,892
Net Income and Turnover from Social Housing Lettings	1,142,439	1,576,861
Management	(225,152)	(430,365)
Services	(356,101)	(359,580)
Routine Maintenance	(195,338)	(341,095)
Depreciation of housing properties	(138,096)	(139,328)
Operating expenditure on social housing lettings	(914,687)	(1,270,368)
Operating surplus on social housing lettings	227,752	306,493

The void costs for the year were £126,191 (2024 - £336,785).

6. Income from listed investments

	2025	2024
	£	£
Income from listed investments	77,914	58,258

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Notes to the Financial Statements
For the Year Ended 31 March 2025

7. Interest receivable and similar income

	2025	2024
	£	£
Deposit account interest receivable	26,629	25,738

8. Interest payable and similar expenses

	2025	2024
	£	£
Loan interest payable	150,388	180,930
Amortisation of financing costs	4,160	4,160
Net interest expense in respect of defined benefit pension scheme	26,000	25,000
	180,548	210,090

9. Operating surplus/(deficit)

The operating surplus/(deficit) is stated after charging/(crediting) the following:

	2025	2024
	£	£
Depreciation of properties	229,669	260,122
Depreciation of other tangible assets	23,398	32,213
Amortisation of government grants	(35,891)	(35,894)
Operating lease charges - other	58,801	22,472
Operating lease charges - land and buildings	59,468	61,133

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Notes to the Financial Statements
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10. Auditor's remuneration

During the year, the Group obtained the following services from the Charity's auditor:

	2025	2024
	£	£
Fees payable to the Charity's auditor for the audit of the consolidated and parent Charity's financial statements	25,625	24,660
	<u>25,625</u>	<u>24,660</u>

11. Employees

Staff costs, including Trustees' remuneration, were as follows:

	Group	Group
	2025	2024
	£	£
Wages and salaries	5,376,119	4,786,831
Social security costs	508,787	401,432
Defined contribution pension scheme costs	141,211	113,948
Defined benefit pension scheme - current service cost	1,000	5,000
	<u>6,027,117</u>	<u>5,307,211</u>

The average monthly number of employees, including the Trustees, during the year was as follows:

	2025	2024
	No.	No.
Support Office	21	15
Nursing Homes	214	207
Repairs and Maintenance	3	2
	<u>238</u>	<u>224</u>

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Notes to the Financial Statements
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Employees (continued)

The average number of employees in the year expressed as full-time equivalents was as follows:

	2025	2024
	No.	No.
Support Office	15	15
Nursing Homes	84	79
Repairs and Maintenance	3	2
	102	96

12. Key management personnel

Key management personnel includes the Board, the Chief Executive and senior management.

Their emoluments consist of salary and the value attributed to benefits in kind.

	2025	2024
	£	£
Key management remuneration		
Aggregate of emoluments	205,564	188,492
Aggregate of pension contributions	6,033	5,626
	211,597	194,118

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	2025	2024
	£	£
Highest paid Trustee - Chief Executive		
Aggregate of emoluments	83,206	80,135
Aggregate of pension contributions	2,472	2,400
	85,678	82,535

One employee, other than the Chief Executive, received emoluments above £60,000 and is in the banding £60,000 - £70,000 (2024 - One).

No fees or remuneration were payable to the Board in the period (2024 - None).

Expenses for members of the Board which were not subject to income tax were £289 (2024 - £386).

No member of the Board is a member of the Social Housing Pension Scheme (2024 - None).

13. Parent charity surplus/(deficit) for the year

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of comprehensive income in these financial statements. The surplus of the parent Charity for the year was £52,352 (2024 - £309,725).

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Notes to the Financial Statements
For the Year Ended 31 March 2025

14. Tangible fixed assets - Housing Properties

Group

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2024	1,266,335	12,028,102	13,294,437
Additions	69,457	81,763	151,220
At 31 March 2025	1,335,792	12,109,865	13,445,657
Amortisation			
At 1 April 2024	894,998	2,523,128	3,418,126
Charge for the year	22,337	111,685	134,022
At 31 March 2025	917,335	2,634,813	3,552,148
Net book value			
At 31 March 2025	418,457	9,475,052	9,893,509
At 31 March 2024	371,337	9,504,974	9,876,311

Included in Freehold Properties above is freehold land of £2,233,360 (2024 - £2,233,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2024 - £46,720). Included within freehold properties are costs incurred of £32,219 (2024 - £32,219) relating to shared ownership properties.

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Notes to the Financial Statements
For the Year Ended 31 March 2025

14. Tangible fixed assets - Housing Properties (continued)

Charity

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2024	1,266,335	11,835,799	13,102,134
Additions	69,457	81,763	151,220
At 31 March 2025	1,335,792	11,917,562	13,253,354
Amortisation			
At 1 April 2024	894,998	2,507,897	3,402,895
Charge for the year	22,337	110,122	132,459
At 31 March 2025	917,335	2,618,019	3,535,354
Net book value			
At 31 March 2025	418,457	9,299,543	9,718,000
At 31 March 2024	371,337	9,327,902	9,699,239

Included in Freehold Properties above is freehold land of £2,113,360 (2024 - £2,113,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2024 - £46,720). Included within freehold properties are costs incurred of £32,219 (2024 - £32,219) relating to shared ownership properties.

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Notes to the Financial Statements
For the Year Ended 31 March 2025

15. Accommodation owned, managed and in development

	Group 2025	Group 2024	Charity 2025	Charity 2024
Number of units owned and managed				
Nursing and residential home bed spaces	129	129	129	129
Housing accommodation	144	144	138	138
Shared ownership	4	4	4	4
Managed on behalf of others	59	59	53	53
	336	336	324	324

16a. Expenditure on works to existing housing properties

Expenditure on works to existing housing properties include the following:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Improvement work capitalised	69,457	64,316	69,457	64,316
Amounts charged to Statement of Comprehensive Income	192,981	228,191	192,981	225,557
	262,438	292,507	262,438	289,873

16b. Social Housing Assistance

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Capital grants received for social housing assistance	3,432,749	3,432,749	3,294,548	3,294,548

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Other tangible assets

Group

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and sheltered housing fixtures and equipment £	Total £
Cost or valuation					
At 1 April 2024	12,909,892	407,258	93,164	244,826	13,655,140
Additions	77,199	49,629	15,623	84,373	226,824
At 31 March 2025	12,987,091	456,887	108,787	329,199	13,881,964
Depreciation					
At 1 April 2024	2,199,072	395,789	93,164	107,457	2,795,482
Charge for the year	95,647	8,254	2,579	12,565	119,045
At 31 March 2025	2,294,719	404,043	95,743	120,022	2,914,527
Net book value					
At 31 March 2025	10,692,372	52,844	13,044	209,177	10,967,437
At 31 March 2024	10,710,820	11,469	-	137,369	10,859,658

Included in Nursing home properties above is freehold land of £2,286,640 (2024 - £2,286,640) which is not depreciated.

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Other tangible assets (continued)

Charity

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2024	12,909,892	407,258	93,164	244,826	13,655,140
Additions	77,199	49,629	15,623	84,373	226,824
At 31 March 2025	12,987,091	456,887	108,787	329,199	13,881,964
Depreciation					
At 1 April 2024	2,199,072	395,789	93,164	107,457	2,795,482
Charge for the year	95,647	8,254	2,579	12,565	119,045
At 31 March 2025	2,294,719	404,043	95,743	120,022	2,914,527
Net book value					
At 31 March 2025	10,692,372	52,844	13,044	209,177	10,967,437
At 31 March 2024	10,710,820	11,469	-	137,369	10,859,658

Included in Nursing home properties above is freehold land of £2,286,640 (2024 - £2,286,640) which is not depreciated.

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Notes to the Financial Statements
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18. Investments - Group and Charity

	2025 £	2024 £
Listed investments - valuation		
At 1 April	1,911,531	1,757,765
Additions	183,391	495,251
Disposals	(206,380)	(474,533)
Movement in fair value	(19,097)	133,048
At 31 March	1,869,445	1,911,531
	2025 £	2024 £
Listed investments comprise:		
Fixed interest securities	580,241	508,333
Equities and Alternative Investments	1,289,204	1,403,198
Total	1,869,445	1,911,531
	2025 £	2024 £
Other investments		
Cash on deposit awaiting investment	77,252	57,746
Total Investments	1,946,697	1,969,277
The fair value of the listed equity investments is based on quoted market prices for the equity shares using the bid price at year end.		
	2025 £	2024 £
Investments - historical cost	1,696,544	1,662,982

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Notes to the Financial Statements
For the Year Ended 31 March 2025

19. Investments - Charity

	2025	2024
	£	£
Investments in audit exempt subsidiaries comprise:		
BCOP Services Limited - Company No. 06956792	1	1
Emma Ball and Rolason Almshouses - Charity No. 246857	-	-
Pargeter and Wand Trust - Charity No. 210725	-	-
	<u>1</u>	<u>1</u>

The registered offices of the subsidiaries are as stated in the Charity Information page. Other than BCOP Services Limited, they are audit exempt, unincorporated charitable trusts.

BCOP Services Limited is a dormant company.

In 2012/13, the Charity became sole Trustee and thereby assumed control of the Emma Ball and Rolason Almshouses, an almshouse charity. The charity provides 6 almshouse residences.

On 1 March 2015, the Charity became sole Trustee and thereby assumed control of The Pargeter and Wand Trust for £Nil consideration. Pargeter and Wand Trust is a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

20. Debtors

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Rent and service charge debtors	532,040	308,161	531,185	307,906
Less: bad debt provision	(21,306)	(11,024)	(21,306)	(11,024)
	<u>510,734</u>	<u>297,137</u>	<u>509,879</u>	<u>296,882</u>
Other debtors	7,871	9,600	7,871	9,600
Prepayments and accrued income	153,330	233,386	153,330	233,107
	<u>671,935</u>	<u>540,123</u>	<u>671,080</u>	<u>539,589</u>

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

21. Cash and cash equivalents

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Cash at bank and in hand	1,449,071	1,670,295	1,445,861	1,666,989

22. Creditors: Amounts falling due within one year

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Bank loans	149,807	276,996	149,807	276,996
Trade creditors	919,039	536,870	919,039	536,870
Amounts owed to group undertakings	-	-	946,369	919,168
Other taxation and social security	91,371	718	91,371	718
Other creditors	51,795	922	51,795	922
Accruals	802,318	859,345	795,930	854,174
Deferred capital grants (Note 25)	35,889	35,891	34,674	34,674
	2,050,219	1,710,742	2,988,985	2,623,522

Details of security for the bank loans are given in Note 23.

Broadening Choices for Older People**(A company limited by guarantee)****Notes to the Financial Statements
For the Year Ended 31 March 2025****23. Creditors: Amounts falling due after more than one year**

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Bank loans	2,878,377	3,143,195	2,878,377	3,143,195
Deferred capital grants (Note 25)	2,648,620	2,684,509	2,538,425	2,573,099
	5,526,997	5,827,704	5,416,802	5,716,294

Included within bank loans is a balance of £74,861 (2024 - £370,000) obtained via the Coronavirus Business Interruption Loan Scheme. Interest accrues on a floating rate basis at a margin of 3.02 per cent per annum above Base Rate.

The other bank loan is secured through fixed and floating charges given by Broadening Choices for Older People. The fixed charges are against properties at Robert Harvey House and Anita Stone Court. This fixed rate basis term loan accrues interest at 4.89%.

24. Loans

Analysis of the maturity of loans is given below:

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Amounts falling due within one year				
Bank loans	149,807	276,996	149,807	276,996
Amounts falling due 1-2 years				
Bank loans	145,686	294,509	145,686	294,509
Amounts falling due 2-5 years				
Bank loans	2,732,691	2,848,686	2,732,691	2,848,686
	3,028,184	3,420,191	3,028,184	3,420,191

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

25. Deferred capital grant

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
As at 1 April	2,720,400	2,756,294	2,607,773	2,642,448
Released in the year	(35,891)	(35,894)	(34,674)	(34,675)
At 31 March	2,684,509	2,720,400	2,573,099	2,607,773

The deferred capital grant estimated release is phased as follows:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
For release in less than one year	35,889	35,891	34,674	34,674
For release in more than one year	2,648,620	2,684,509	2,538,425	2,573,099
	2,684,509	2,720,400	2,573,099	2,607,773

26. Company status

The company is limited by guarantee and as such does not have share capital. Under the terms of the statutory guarantee, the Board are deemed to be statutory Members and as such have given an undertaking to contribute up to £1 each if called upon to do so. There are 9 such members at 31 March 2025 (9 at 31 March 2024).

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

27. Restricted Reserves

	Opening balance £	Net movement £	Closing balance £
Group 2025			
Endowment Fund	34,329	-	34,329
Other Restricted	1,873,939	43,886	1,917,825
Total	1,908,268	43,886	1,952,154
	Opening balance £	Net movement £	Closing balance £
Group 2024			
Endowment Fund	34,329	-	34,329
Other Restricted	1,836,091	37,848	1,873,939
Total	1,870,420	37,848	1,908,268
	Opening balance £	Net movement £	Closing balance £
Charity 2025			
Other Restricted	787,446	18,024	805,470
Total	787,446	18,024	805,470
	Opening balance £	Net movement £	Closing balance £
Charity 2024			
Other Restricted	762,166	25,280	787,446
Total	762,166	25,280	787,446

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

Restricted Reserves (continued)

Other restricted reserves - 2025 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	743,869	18,024	-	761,893
Belsize	32,902	-	-	32,902
Mrs Jolly's	1,867	-	-	1,867
Charity	787,446	18,024	-	805,470
Pargeter and Wand Trust	307,514	7,537	(5,000)	310,051
Emma Ball and Rolason Almshouses	778,979	38,047	(14,722)	802,304
Group	1,873,939	63,608	(19,722)	1,917,825

Restricted reserves comprise:

- Robert Harvey House Sensory Street - Income and expenditure restricted to the development of Sensory Street experience.
- Anita Stone Court - Income and expenditure restricted to the development of the Anita Stone development.
- Rhodes, Belsize and Mrs Jolly's Trusts. The use of funds for these charities is as follows:
 - o The Rhodes Trust is constituted as a special trust with funds to support the provision of homes for older people in necessitous circumstances.
 - o The Belsize Charitable Trust is a part of a fund to support charities to provide small grants of up to £250 to older people aged 60 or over, towards the purchase of household appliances.
 - o Mrs Jolly's Gentlefolks Charity is restricted to the allocation of small grants to assist people who are unable to maintain themselves by reason of age or ill-health.
- Pargeter and Wand Trust - a grant giving registered Charity which pays annuities to women of the age of 55 or over, who have never married and who are living in condition of need, hardship or distress.
- Emma Ball and Rolason Almshouses - an almshouse charity providing six almshouse residences, and a restricted fund to update and maintain the scheme, and support individual almspeople.

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

Restricted Reserves (continued)

Other restricted reserves - 2024 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing reserves £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	718,589	26,517	(1,237)	743,869
Belsize	32,902	-	-	32,902
Mrs Jolly's	1,867	-	-	1,867
Charity	762,166	26,517	(1,237)	787,446
Pargeter and Wand Trust	310,216	2,432	(5,134)	307,514
Emma Ball and Rolason Almshouses	763,709	30,297	(15,027)	778,979
Group	1,836,091	59,246	(21,398)	1,873,939

28. Pension commitments

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust.

Defined Contribution Scheme

The assets of this scheme are held separately from those of the Group and are administered separately from the assets of the Defined Benefit Schemes.

The pension charge represents contributions payable by the Group to the funds during the year and amounted to £141,000 (2024 - £119,000).

Pension contributions totalling £51,795 were due to the fund as at 31 March 2025 (2024 - £458).

Defined Benefit Schemes

The Charity participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 521 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

The liabilities are compared, at the relevant accounting date, with the Charity's fair share of the Scheme's total assets to calculate the Charity's net deficit or surplus.

The assets of both Defined Benefit Schemes are held separately from those of the Group and are administered separately from each other and the assets of the Defined Contribution Scheme.

Pension contributions totalling £Nil were due to the fund as at 31 March 2025 (2024 - £Nil).

Reconciliation of present value of plan liabilities:

2025	2024
£000	£000

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

28. Pension commitments (continued)

At the beginning of the year	3,208	3,140
Current service cost	1	5
Administrative expenses	5	5
Interest cost	153	151
Member contributions	10	6
Benefits paid	(159)	(147)
Actuarial (gains)/losses due to scheme experience	(82)	76
Actuarial gains due to changes in demographic assumptions	-	(44)
Actuarial (gains)/losses due to changes in financial assumptions	(276)	16
At the end of the year	2,860	3,208

Reconciliation of present value of plan assets:

	2025	2024
	£000	£000
At the beginning of the year	2,616	2,565
Interest income	127	126
Experience loss on plan assets (excluding amounts included in interest income)	(315)	(80)
Employer contributions	136	146
Member contributions	10	6
Benefits paid	(159)	(147)
At the end of the year	2,415	2,616

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

28. Pension commitments (continued)

Composition of plan assets:

	2025	2024
	£000	£000
Global Equity	271	261
Absolute Return	-	102
Distressed Opportunities	-	92
Credit Relative Value	-	86
Alternative Risk Premia	-	83
Liquid Alternatives	448	-
Emerging Markets Debt	-	34
Risk Sharing	-	153
Insurance-Linked Securities	7	14
Property	121	105
Infrastructure	-	264
Private Equity	2	2
Real Assets	289	-
Private Debt	-	103
Opportunistic Illiquid Credit	-	102
Private Credit	296	-
Credit	92	-
Investment Grade Credit	74	-
Cash	33	52
Long Lease Property	1	17
Secured Income	40	78
Liability Driven Investment	732	1,065
Currency Hedging	4	(1)
Net Current Assets	5	4
Total plan assets	2,415	2,616

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

28. Pension commitments (continued)

	2025	2024
	£000	£000
Fair value of plan assets	2,415	2,616
Present value of plan liabilities	(2,860)	(3,208)
Net pension scheme liability	(445)	(592)

The amounts recognised in the Consolidated Statement of Comprehensive Income (SOCl) were as follows:

	2025	2024
	£000	£000
Current service cost	1	5
Net interest expense	26	25
Administrative expenses	5	5
Total	32	35

The amounts recognised in Other Comprehensive Income (OCI) were as follows:

	2025	2024
	£000	£000
Experience loss on plan assets (excluding amounts included in interest income)	(315)	(80)
Actuarial gains/(losses) due to scheme experience	82	(76)
Actuarial gains due to changes in demographic assumptions	-	44
Actuarial gains due to changes in financial assumptions	276	(16)
Closing defined benefit obligation	43	(128)

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

28. Pension commitments (continued)

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	2025	2024
	%	%
Discount rate	5.73	4.87
Future salary increases	3.76	3.76
Inflation (RPI)	3.13	3.19
Inflation (CPI)	2.76	2.76
Mortality rates		
- for a male aged 65 now	20.5 years	20.5 years
- at 65 for a male aged 45 now	21.7 years	21.8 years
- for a female aged 65 now	23.0 years	23.0 years
- at 65 for a female member aged 45 now	24.5 years	24.4 years

29. Commitments under operating leases

At 31 March 2025 the Group and the Charity had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Not later than 1 year	86,868	70,438	86,868	70,438
Later than 1 year and not later than 5 years	195,000	54,945	195,000	54,945
	281,868	125,383	281,868	125,383

30. Capital funding and commitments

At 31 March 2025 the Group and Charity had no capital commitments (2024 - £202,870).

At 31 March 2025 the board has authorised capital expenditure of £852,317 (2024 - £780,766) for the Group and Charity which has not yet been contracted for and so is not provided for in these financial statements.

31. Related party transactions

The Charity had one (2024 - one) Board member who acted as a Trustee to the charity Wiggin Cottage Homes for which the Charity acts as the managing agent. The management fee charged in the year was £6,391 (2024 - £6,086). At the year end £200,233 (2024 - £209,081) was owed to Wiggin Cottage Homes. During the year, interest of £4,870 (2024 - £1,652) was paid on this loan.

The Charity pools surplus funds with its subsidiaries to easily manage the Group's investment portfolio. Interest is charged on the loans at the Group's deposit rate. At the year end the Charity has balances due to subsidiaries of £946,369 (2024 - £919,168).

Accounts

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 March 2024

Broadening Choices for Older People

(A company limited by guarantee)

Charity Information

Trustees

D Sizer (Chair of Board)
H Gore (Chief Executive)
J Bennett
N Bradbury
A Jones (resigned 24 April 2023)
E Davies
J Lindon-Lewis (resigned 25 July 2024)
P Mandleberg (appointed 24 May 2023)
G Hall (appointed 6 September 2023)
T Pattni

Registered number

03685650

Registered office

Waterside House
Unit 3 Waterside Business Park 1649 Pershore Road
Stirchley
Birmingham
B30 3DR

Independent auditor

Dains Audit Limited
2 Chamberlain Square
Paradise
Birmingham
B3 3AX

Bankers and investment managers

Barclays Bank plc
6th Floor
1 Snowhill
Birmingham
B4 6GH

Royal Bank of Scotland plc
57 Calthorpe Road
Edgbaston
Birmingham
B15 1TT

Quilter Cheviot Limited
Senator House
85 Queen Victoria Street
London
EC4V 4AB

Broadening Choices for Older People
(A company limited by guarantee)

Charity Information (continued)

Website www.bcop.org.uk

Charity number 1074954

**Regulator of social housing
registration number** L4218

Broadening Choices for Older People
(A company limited by guarantee)

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Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report

For the Year Ended 31 March 2024

Company status and principal activity

Broadening Choices for Older People (BCOP) is a company limited by guarantee, a Registered Provider of Social Housing and a registered charity. BCOP was founded in 1946 to meet the needs of older people in the immediate post-war period.

The charity is administered in accordance with the Memorandum and Articles of Association dated 28th November 2019. The main objects of the charitable company are to provide and manage accommodation, care and support services for older people in necessitous circumstances, and to make donations in line with our charitable objectives. We operate nursing homes and we own and manage accommodation for older people, including supported/sheltered housing and properties for independent living.

BCOP is a corporate trustee of The Rhodes Almshouses which is a grant-giving, linked registered charity (1074954). As it is a special trust, the results and assets and liabilities of The Rhodes Almshouses are incorporated within BCOP's own accounts.

The Group comprises two other smaller charities and BCOP Services Limited - a company incorporated in England and Wales which has been dormant since incorporation.

The charities are:

1) Emma Ball and Rolason Almshouses registered charity (246857), an alms house charity providing six alms house residences; and

2) The Pargeter and Wand Trust, a grant- giving registered charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

BCOP also acts as Managing Agent to two other Charities and is entering into a management agreement with a Housing Association. Under these arrangements, BCOP administers the day to day management of the services and reports to the respective organisations' boards of trustees.

These are:

1) Wiggin Cottage Homes (registered charity no 219916) which provides 6 units of almshouse accommodation to elderly people.

2) The Newman Trust Homes (registered charity no 501567) which provides 4 units of almshouse accommodation to elderly people.

3) Birmingham Jewish Housing Association (Homes and Communities Agency Registration L2889, Industrial and Provident Societies Act Registration 22624R)

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Purpose

BCOP provides housing and nursing homes for older people, including those living with dementia or requiring End of Life care, to ensure that individuals have choices in later life. Our range of services engage with those aged over 60 (or 55 at specific housing schemes, or individuals with a form of disability). We provide a home to 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 focussed on strengths, abilities, and aspirations rather than ailments disabilities, so that it is tailored to meet the needs of individuals, enabling them to make positive choices on an everyday basis. 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.

The Board has taken into account the Charity Commission's guidance on public benefit when reviewing BCOP's aims, objectives and activities.

Legal and policy context

BCOP is governed by the Regulator of Social Housing's regulation and standards, Charity Commission rules, the Companies Act, the Care Quality Commission, and the regulatory frameworks for service commissioners.

Our vision, mission, values and strategic objectives

Our Vision:

We are rooted in our local communities, known for providing high quality care and support for older people and meaningful, rewarding employment opportunities.

Our Mission:

Making a difference every day through everything we do to enrich older people's lives, by treating each person as the amazing individual they are, always helping them to feel cared for and respected.

Our core 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 – be they residents, their families or our staff.
- **Working together to provide the best possible support:** As a team, we listen to and respect everyone. We work together with residents and their families as well as external supporting organisations.
- **Adapting to our residents' needs:** To deliver person-centred care, we must be flexible and open-minded about our current approach to delivering care – this could mean learning new skills, developing new approaches, or adapting existing practices to enhance the care of a particular resident.
- **Little things matter:** We're all different and our individuality makes our community special. We recognise and act on the little things, as these often make all the difference.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Our Strategic Priorities:

During 2023-2024, BCOP continued to focus on its key objectives of Strong Social Purpose, Strong Social Business and Strong Performance in order to future-proof the organisation.

Building on the robust budgeting process we initiated towards the end of 2022, we directed our spending on ensuring our properties are safe and compliant, that we have appropriate staffing structures in our homes and support services, and that colleagues have the appropriate resources to deliver their roles.

We recognised that investing time and money in appropriate systems now will ensure we are able to remain effective and responsive, both in terms of data and financial reporting – therefore knowing what we can spend in services as well as having robust IT services which keep our customer and employee data secure.

BCOP's core business is in providing care: this accounts for around 82% of our turnover and is our key strength in an increasingly challenging and competitive marketplace.

BCOP's principal activities and objectives to help improve later life include:

- Operating comfortable and friendly nursing homes and providing good quality care to residents. Our three nursing homes offer a wide spectrum of care including high dependency nursing, dementia care and end-of-life care provision. We also 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.
- Balancing social needs by combining funding from the public sector with contributions from individuals.
- Working in partnership with like-minded organisations to have a wider impact in the community.
- Responding to individual conditions, needs and frailty as opposed to chronological age, but ultimately seeing the person first, their abilities and desires, and not their condition, as the guiding principle in offering person-centred care.

Our ambitions are to:

- Help address the issues that older people face, namely health and care concerns, loneliness and financial insecurity by examining our service offerings and improving our ways of working in a financially sustainable way.
- Improve our dementia care offer, given the increasing incidence of dementia within the ageing population and as a consequence, increase our profile and market presence in the sector.
- Develop our End of Life care offer, gaining recognised status as an excellent provider, given the prevalence of need for this short term but important service.
- Maintain the pioneering spirit with which BCOP was first established in 1946.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Objectives and activities

During 2023-2024 the Board approved an ambitious budget to ensure our properties remained compliant and safe, for people to live and work within. After several years of low levels of investment and a focus on covid rather than properties, there was much ground to make up. We set a budget which allowed us to tackle fire compartmentation and replace assets (eg boilers and water tanks) that had come to the end of their useful life. We have surveyed properties and planned an ambitious programme of works that will take several years to complete, but is necessary to ensure we continue to meet regulatory demands and give people safe homes to live in.

2023-2024 saw BCOP operate its first ever 'warmth bank' – a place for older people to come, free of charge, to be warm during the winter. We received a grant which enabled us to purchase electric blankets to give away to attendees, and ensure there were refreshments and company available to those who would otherwise be cold at home and isolated/lonely.

The feedback from this Warmth Bank showed that people were concerned about the cost of heating their homes, and we hope to repeat this initiative next winter in another of our locations.

Providing a home

In 2023-2024, BCOP provided a home to 345 people across our schemes:

	No of Units	No of people during year
Nursing Homes	129	218
Housing	147	127
Total *	282	345

* Including 2 shared ownership properties.

Registered Care

BCOP provides three nursing homes for those requiring nursing care, often with complex needs or dementia. Robert Harvey House in Handsworth Wood has 46 rooms but holds registration for up to 52 residents. Some of its rooms allow for double occupancy, which means we can extend our service to couples who wish to stay together. Anita Stone Court, based in Moseley, provides 33 beds and Neville Williams House in Selly Park is registered for 50 beds.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Quality

The 3 key principles that underpin auditing in the nursing homes are:

- A focus on residents with clear records for each person
- Clear policies and procedures that refer to national standards and best practice
- Continuous improvement

All our homes have a minimum of 'good' ratings from the Care Quality Commission (CQC), with some areas identified as 'outstanding'. Our Local Authority inspections have all received a silver rating, and we are hoping to increase these to gold. We have been commended on our infection control measures by the local health teams, and regularly receive excellent feedback from partner agencies and other health professionals.

Systems and processes are in place for quality assurance. We follow good practice in reporting and gathering of information and continue to work with the new commissioning arrangements to expand provision and provide beds for palliative care. Staff also rose to the challenge by undertaking additional training in providing end-of-life care working with the local hospice. We had planned to achieve accreditation from the Gold Standards Framework (GSF) this year but other clinical training was implemented instead, which better matched the current needs of residents. We have deferred GSF training and implementation/accreditation until all current training needs have been accomplished.

We have implemented a new way of reporting to board, which involves identifying what 'good' looks like across all key areas, and identifying any gaps or risks to good being achieved. These risks could be to quality of service, finances, reputation or regulatory requirements. The teams have reviewed their Service Improvement Plans (SIPs) monthly, to ensure they consistently reflect on how we deliver our services to get the best outcomes for our residents.

Regular management support meetings take place to share and disseminate information, ensuring governance is being adhered to, and that lessons learned are shared across services.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Objectives and activities (continued)

Funding

The group continues to maintain a mixed portfolio between local authority, NHS, and private funding. Overall income increased by 16% from the previous year. Nursing homes' income (excluding government grants) represented 81% of our turnover in the current year and remained consistent with the previous year (2022-23); social housing and other income accounted for 18% of the total income. In relation to the nursing homes, 65% of the income related to nursing home fees paid for in part or whole by individuals and/or their families. Just under 11% of our income came from Birmingham Social Services who socially fund nursing home residents. Around 18% of our income during the year was based on Continuing Healthcare (CHC) funding. CHC provides residents who have long-term complex health needs or who may be nearing the end of their lives with free social care which is assessed and funded solely by the NHS through the local Clinical Commissioning Group (CCG). Funded Nursing Care (FNC) is paid by the NHS as a flat rate contribution directly to the nursing homes towards the cost of registered nursing care, accounting for just under 10% of our total income. We also retain contracts with Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Social Services and others, comprising under 1% of income.

Our average nursing home occupancy was slightly below target; however, we saw an improvement towards the end of the financial year which gives us a stronger position going into 2024-25. Occupancy across all homes was 85% compared to our budget target of 87%. The position at the end of the year is around 11% below our organisational target of 96-97% in a normal year.

Staffing

Staffing represents our most significant cost (62%) as a proportion of total expenditure; nursing home employees account for just over 92% of BCOP's total workforce based on the average monthly number of staff. Our payroll costs increased by 8% in the 2023-24 financial year following a general uplift across all pay grades ensuring we kept our commitment to pay the Real Living Wage and maintaining pay grade differentials. We revised salaries for skilled positions to ensure we can continue to recruit effectively and there was a general uplift of 3% for others.

Housing

BCOP's aim across our schemes is to promote personal independence by ensuring that 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 supporting, safeguarding or sign-posting those who are the most frail or vulnerable to appropriate services.

Overall, our average housing occupancy in 2023-24 continued to hover just below 86% versus budget of 87%. Due to previous years lack of spending on maintenance and void works (during Covid, BCOP limited works to essential only) there is a backlog of work needed to make our voids appear attractive and desirable. In 2023-24 we completed our refurbishment of Whitley Court and completed all void works so that all vacant units are ready for letting.

We continue to prepare voids in other schemes to a good standard, so we are able to compete with other providers. We began works in our communal spaces at Harvey Court, replacing entrance matting, ceiling tiles and decorating the lounge – including replacing furniture.

Edgumbe Court had significant repairs to the roof in the communal lounge, ensuring that the space is appropriate for community use, enabling engagement and integration with the wider community via groups supporting our tenants and neighbours.

The Tenant Satisfaction Measures survey was conducted to gauge opinion in both Housing and Care Services, so that BCOP can assess where we need to prioritise attention and focus resources. The Regulator of Social Housing requires that these TSMs are conducted every two years for small providers and that results are published. Results can be seen in the grids below, where we benchmark our quality.

Broadening Choices for Older People

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Support Services

During the year, BCOP has continued to ensure that the Support Office has the right capacity and skills mix of senior operational and support staff. The year saw further changes at the Support Office with long serving staff moving onto new opportunities and new talent joining the organisation. Our Finance team have been restructured to increase the number of finance officers and remove roles that are strategic only.

We have a new Marketing and Fundraising manager which enables us to focus on our social media content and web presence, as well as bringing our branding up to date, which will be work going well into 2024-25.

To ensure that our Support Office plays its part in delivering efficiencies, we have identified new offices which are more cost efficient and will also enable us to remove ourselves from the leased storage facilities used for archiving. Our office move will take place in October 2024.

Progress in achieving performance objectives in 2023-2024

Quarterly reporting to Board provides an account of current performance against plan. The KPIs include EBITDA (earnings before interest, taxes, depreciation, and amortization), occupancy rates, average weekly charge, staff costs per turnover and agency as a percentage of staff costs.

The measures and actions taken for the achievement of KPIs consist of:

- The Senior Management Team comprising the Chief Executive, the Director of Operations and the Director of Finance meeting regularly to maintain a tight control over operational and administrative expenditure, whilst recognising the need to ensure a high level of provision for service users.
- Regular meetings between the executive team and General Managers of Nursing Homes and Housing and Charitable Services Manager, to scrutinise quality, financial performance and occupancy.
- Delegated budgets with clear lines of responsibility and accountability being combined with bespoke IT and financial tools and systems to assist managers in decision-making and resource allocation.
- Maintaining and improving levels of income to ensure operations are run effectively and efficiently – including monthly reports on actual fee levels at each home, to enable managers to assess ability to accept residents with lower funding levels.
- Controlling and monitoring operational expenditure making provisions to ensure efficient cash-flow and that contingencies are met.
- Maintaining assets in good and marketable condition.
- Targeted marketing and communications activity to support our business objectives.
- Regular checking and benchmarking of contractors and suppliers in line with our procurement policy.
- Reviewing performance and capacity of Head Office functions, ensuring appropriate staffing is available to give required support, whilst not having unnecessary slack.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Specifically, we have been able to make progress in the following areas:

Our priorities for 2023-2024:	Key objectives	Key achievements:
STRATEGIC PURPOSE		
Ensure viability of good quality services	Secure skilled managers at Anita Stone Court, who will embed our ethos and quality.	Having had failed appointments in 22-23 and again early in 23-24, the service was maintained and stabilised by the Director of Operations and the HR Manager leading the team. In January and February 2024 we recruited a General Manager and Care Manager respectively, who have pulled the team together and are taking pride in continuously improving processes and the implementation of BCOP's ethos and approach. This is the single biggest achievement in improving performance at Anita Stone Court.
	Ensure Good ratings from CQC and key stakeholders	- All three homes have thus far continued to maintain their Good rating. We expect in-person inspections to resume and be conducted imminently. - CCG/NHS and BCC/Local Authority inspections at all homes have resulted in a silver award at NWH and Bronze at RHH and ASC, meaning we are compliant with commissioner standards.
	Implement improvements and best practice knowledge across all services	We have embedded Service Improvement Plans cross all services enabling us to share best practice, lessons learned and have a single point of reference for issues identified and action plans to resolve. These have been commended by Local Authority inspectors and ensure that service managers are consistently able to prioritise according to risk levels.
	Record and resolve complaints in a timely way	We no longer consider the reduction of complaints to be a valid measure as we should encourage honest feedback whether positive or negative to enable us to constantly review our service and systems. We now believe the appropriate KPI to be the number of complaints (as a %) to be resolved at the first stage. We plan to review the way we record and track complaints to make the collation more straightforward. This is outstanding from last year
	Improve occupancy rates at schemes	- Occupancy has improved in the nursing homes, especially at Anita Stone Court. However, at the beginning of the year, Robert Harvey House felt the impact of the removal of the block-booking of beds to provide step-down care from the local hospitals. Since then, work continued with marketing and local relationship building by the General Managers, has recently seen an unprecedented upturn so occupancy in 2024-25 will be significantly higher. The new management team at Anita Stone Court has worked hard to increase our brand awareness amongst health professionals and we now have frequent referrals for palliative care placements. - Our new Marketing manager is increasing our online presence to aide enquiries/referrals into homes. An autumn radio campaign will begin and focus on RHH.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

STRONG SOCIAL BUSINESS		
Ensure business resilience	Financial surplus and performance	• The annual accounts show a surplus of £194k. compared to 2022-23's loss of £661k. This has been celebrated by the Board and whole operational team, as a reflection of everyone's dedication to robust budgeting, planning and strong management of spending.
	Regulatory H&S compliance	• Our Property Services Manager continues to make our stock a safe and compliant place for people to live and work. We have a clear programme of surveys and then plan in any remedial works as necessary. Our commitment to safety takes priority over everything.
	Business development and responsiveness to changing market	• We have focussed on bidding for care packages on the BCCG portal, enabling us to deliver packages of care to people with complex needs, sometimes with 1:1 staffing needs. We have focussed on building relationships with hospitals, GPs and Adult Social Care partners.
	Contract reviews as part of Value for Money review	• We have taken on the delivery of management services for another local Housing Association – BJHA, which enables us to grow in a safe, controlled way with minimal risk to either organisation.
	Review IT estate/ systems for business fit	• Reviewed suppliers and contracts – we regularly scrutinise our procurement brokers IPA for VFM. Our Head Office lease was deemed to be expensive so we began a search for new premises which we will move into in 24-25 to ensure year on year savings. • We completed the migration to a new IT support provider and began the shift to new (hosted) servers. This will result in the termination of our own servers in 24-25, protecting us from unplanned closedown. • We have completed the procurement process for new IT software to manage our finances as well as housing and maintenance services. This will result in a migration of our system to HomeMaster (away from Hexagon) during 2024-25 and whilst taking a lot of time and resource, will result in greater functionality and immediate availability/flexibility of our data and management information reporting ability.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

STRONG PERFORMANCE		
Improve our ways of working to ensure that we are better able to meet future demands: People at the heart of our service	Improve recruitment and retention with people who share our values Value, develop and recognise staff Roll out of organisational training matrix according to role and grade to enhance staff development and capability Strengthen absence management and performance controls Recruit new Board members	• Staff recruitment and retention remain critical to the consistency of service that we offer. In 2023-24 we have maintained turnover at 16.4% which is half the industry standard. This represents excellent support from HR to our services, but also excellent management and supervision of our teams. • We have developed more tools for managers to support colleagues and also to performance manage where necessary. HR presence in services has created a strong link between teams and that key line of support and enforcement, which the HR manager delivers. • Ensuring our training matrices are consistent across services is an ongoing project, combining our different learning platforms. We have delivered several level 2 and 3 qualifications for staff, giving us assurance that our teams are appropriately skilled and able to deliver services safely and in line with best practice. The development of a matrix is ongoing, as roles have changed along with the responsibilities of tasks delivered and therefore qualifications required. • Whilst there are always likely to be examples of LTS present in our teams (due to having over 230 staff), we take an empathetic and supportive but robust approach to absence management so that people unable to return are given appropriate options and support. We do not tolerate LTS if there is no prospect of the person returning, but will offer flexibility and support to those who want and are able to return. • We had two Trustees resign in 2023-24 but were able to on-board two new members, one with excellent financial experience who was also appointed as chair of our Audit Committee, and a second with business acumen as well as operational expertise. The recruitment continues as other Trustees are nearing the end of their terms.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Financial results

The consolidated income and expenditure account has recorded an overall operating surplus on ordinary activities for the year of £315,339 (2022-23 deficit £210,362). This encompassed:

- Nursing Homes deficit of £29,502 (2022-23: deficit £411,802)
- Social Housing lettings surplus of £306,493 (2022-23: surplus £188,588)
- Donations and Legacies surplus of £8,693 (2022-23: surplus £15,422)
- Other activities surplus of £29,655 (2022-23: deficit £2,570)

The improvement in financial performance between 2022-23 and 2023-24 is mainly a result of more detailed and robust budgeting and subsequent fee setting, as well as tight spending controls and attention to improving occupancy. Neville Williams House in particular performed very well, which supported our other activities.

During the year, the total amount of capital expenditure was £188,880 which reflected the first year of a planned programme of improvements identified as being needed to maintain the safety and comfort of our residents as well as meeting regulatory requirements.

Reserves

In 2023-24, the Charity's total reserves were increased by £181,725 to a total of £15,802,936, of which restricted reserves were £787,446.

The financial results have been celebrated as a significant turnaround and represents hard work and dedication from the whole team. As a consequence of the improved performance against budget, we were able to repay an additional £150,000 off our CBILS loan, which will mean we have lower monthly repayments. Continued strong performance will see more capital repayments so that we can be sure any surpluses are reinvested into our services and future developments, rather than servicing expensive loans.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Risks and uncertainties

The Board recognises its responsibility in relation to the risks associated with the charity and its subsidiaries. Services for older people continue to face a period of uncertainty, especially in relation to Adult Social Care, there are ongoing delays to proposed policy reforms, significant funding gaps and increasing regulatory requirements. New statutory requirements from the Regulator of Social Housing place greater demands on landlords whilst we continue to have limited income due to high voids in some services.

Risks are identified and continuously monitored by the Service Managers and Executive Team at both strategic and operational level and updated in the Service Improvement Plans which are reviewed by the Executive Team and Board on a monthly basis, having been considered and scrutinised by the Audit Committee and Operations Committee in advance of Board meetings. Risks are identified as financial, statutory/regulatory breaches, or risks to quality – the latter two also bearing risks to reputation.

The Board considers whether the risk framework is appropriate and effective, ensuring that all risks are identified, and that appropriate action is being taken. Individual risks are assigned a risk score of Low, Medium or High, based on an assessment of the likelihood and impact of the identified risk. Consideration is also given to consequences if the risk were to occur, as well as reviewing existing controls and potential mitigating actions to minimise the risk. Additional steps, controls or measures which are being put in place are referenced under Actions for the incoming period. In this way, the Board receives assurance that the risks are being effectively identified, monitored, appraised and resolved by the Executive and operational teams. With each Nursing Home and the Housing service each having their own SIP, managers are able to have a single place to review concerns and plan actions, reducing the burden of paperwork and allowing a continuous dialogue with Trustees about progress made to manage situations.

The principal risks to delivering objectives in 2023-2024 included:

(risk being calculated by severity multiplied by likelihood – each scored out of 5)

Area of Risk	Risk score April 23	Risk Score March 24
Health and Safety	15	10
Governance and Regulation	16	16
Finance	20	10
Staff – Recruitment and Retention	20	10
Asset Management	20	15
Customer – resident voice	20	15
Care and Support	20	15
Data Management and security	16	16

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks (continued)

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Health and Safety	Low appetite for risk – any areas of non-compliance could result in loss of life, be detrimental to health or cause injury, as well as leading to fines and reputational risk. Key areas of risk: Fire Legionella Electricity Gas Asbestos Loler Damp and Mould	- Scheduled programme of fire stopping works continuing, to address identified concerns. - New evacuation plans in place whilst fire stopping works continue. - Key risks removed in nursing homes (Deep Fat Fryers) - Compulsory Annual Training for all staff - Work still to do on continuing programme of assessing fire stopping including doors. - All sites have external consultant water hygiene specialist with Risk Assessment and regular sampling/testing - Qualified electrician part of DLO team. - All properties have in-date EICR 100% compliance with annual safety checks - Asbestos Surveys currently being conducted, any identified ACMs being encapsulated as appropriate. - All lifts have regular servicing and inspections. - During 23-24 all lifts have had emergency call lines changed to SIM operated, in anticipation of digital switchover. - Work still to do to improve process for nursing home equipment monitoring - During 23-24 we responded to 2 cases of D&M concern raised by residents, both resolved with installation of mechanical ventilation, to tenants' satisfaction. - Work still needed to encourage residents to report concerns, as well as implementing regular property visits. Recruitment of a housing and compliance officer was unsuccessful in 23-24 but at the time of writing an appointment has been made.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Governance and Regulation	Low appetite for risk – any regulatory breaches or lack of governance could expose BCOP to action from regulators, fines, and reputational damage. Key areas of risk: Insufficient skills and knowledge at Board level, to appropriately challenge the Executive Team. Small head office team with limited capacity to manage functions of filing and notifications to regulatory bodies New requirements from National Regulator of Social Housing (NROSH) and limited capacity to keep up with requirements	• We continued in 23-24 to recruit new trustees with key areas of expertise. We were successful in securing a new chair of audit committee, with extensive financial experience, and another trustee with experience in care services as well as general business acumen. • Further work needed to secure trustees with Housing experience, HR expertise and charity sector knowledge. • Following the departure of our Executive Assistant we have a new colleague now responsible for submissions to Charity Commission, Companies House and the Regulator of Social Housing. • Auditors have not always been able to respond in time to file accounts with NROSH by the end of September. • New Social Housing Regulations have placed greater demands on Housing Associations, we are continually assessing what these mean for BCOP and how we can be sure to comply.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Finance	Low appetite for risk – if we do not perform financially then organisation is not viable and may cease to operate. Key risk areas: Not making sufficient surplus to enable us to reinvest in properties and services Poor occupancy/high voids in nursing homes and housing services Unmonitored spending High interest payments on loans Lack of financial processes and audits to monitor/identify losses Organisation makes a loss and reserves are depleted	- Following the significant losses in 22-23, far more robust budgeting had been implemented in the 23-24 process, as we identified lack of financial planning for compulsory items which could not be ignored. (eg to remain compliant with Health and Safety Regulations). - Colleagues/managers consulted on service requirements and associated costs for the year. - Strong planning from Property Services Manager to ensure all planned works were costed as robustly as possible. - Improvements in marketing implemented with new marketing manager, to help drive occupancy levels. - Significant investment in properties/voids to make homes desirable for prospective tenants. - Executive team regularly discussing occupancy across all services, with attention to this issue (which is what generates income) a focus of the SIPs. - Tighter control of spending, regular scrutiny of agency spends. - Over-payment of loans to reduce term. - More work needed to identify gaps and create procedures/policies and audit processes for specific areas eg the issuing of vouchers/rewards, safe audits, donations. - Turnaround from significant loss in 22-23 to a reasonable surplus in 23-24

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Asset Management	Low/medium appetite for risk – Health and Safety (above) must take priority but a close second is ensuring our homes are desirable, well maintained and appropriate for the client group. Key Risks: High numbers of unlettable voids Communal areas and externals not regularly maintained/decorated and therefore less attractive Failure of key services (Heating, hot water, door entry, warden call etc) due to ageing infrastructure	• Agreed methodology to prioritise voids for refurbishment based on demand/interest in service and length of time property has been empty (council tax increases by 100% each year). • Completed redecoration of Whitley Court communal spaces and replaced furniture • Neville Williams House began redecoration of corridors • New DLO recruited to assist gardener • Communal lounge and corridors redecorated at Harvey Court, and furniture replaced. New matting in entrances. Car park spaces repainted. • Completed Asset register of all gas installations – boilers, water tanks etc and planned works/maintenance/servicing and replacements for those beyond repair. • Compared variety of installs from providers of telecare systems, to prepare for digitalisation of telephone system. • New warden call system installed at Newman Cottage homes Further work required in 2024-25 to progress plans for other schemes. • All Lifts installed with SIM telephone lines, in case of breakdown and need to call for assistance. • Asset lists for fire panels, fire doors, electrical installations, warden call systems all to be progressed in 24-25

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Customer – resident voice	The board, exec team and whole of BCOP are passionate about good customer service and satisfaction. It is imperative that the services we deliver are relevant and valued by residents. Residents and their representatives should be able to feed back in ways that are accessible to them. New regulatory requirements require BCOP to survey tenants on a variety of satisfaction measures, every two years and to publish the results.	• Nursing Homes have monthly resident/relatives' meetings. • Nursing Homes have monthly manager drop-in/open door sessions. • All services receive Newsletters which advise on ways to feed back. • Feedback regularly sought for Nursing Homes via Carehome.co.uk • Compliments/comments/complaints procedure available and on display in all locations • Survey sent out to residents/relatives in nursing homes showing overall satisfaction at 83%, Anita Stone Court had poor satisfaction levels which reflected the high turnover of managers and how this impacted on customer confidence and experience. The highest area of satisfaction (91%) was that people felt listened to and that BCOP acts on their views. BCOP Housing tenants' responses to the Tenant Satisfaction Measures in 2023-24 were as follows (numbers represent the % of tenants who were satisfied) Overall Satisfaction BCOP – 72% Industry average – 73% Well Maintained Home BCOP – 77% Industry Average – 71% Safe Home BCOP – 83% Industry Average – 78% Repairs – last 12 months BCOP – 79% Industry Average – 74% Time taken – last repair BCOP – 70% Industry Average – 70% Ease of requesting repairs BCOP – 76% No Industry Average available Communal areas clean & well maintained BCOP – 78% Industry Average – 65% Positive contribution to Neighbourhood BCOP – 67% Industry Average – 66% Handling ASB BCOP – 71% Industry Average – 59% Feel Safe in wider neighbourhood BCOP – 86% No Industry Average Available Grounds Maintenance BCOP – 52% No Industry Average Available Landlord Listens and Acts BCOP – 66% Industry Average – 62% Treats Fairly & with respect BCOP – 86% Industry Average – 76% Landlord Keeps Tenants Informed BCOP – 67% Industry Average – 73% BCOP Newsletters are Useful

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
	Areas of Dissatisfaction not acted upon and therefore opportunities to improve tenant experience are missed Lone working in Supported Housing, plus Independent Living tenants having limited access to BCOP staff could leave some tenants dependent upon a single person	Treats Fairly & with respect BCOP – 86% Industry Average – 76% Landlord Keeps Tenants Informed BCOP – 67% Industry Average – 73% BCOP Newsletters are Useful BCOP – 49% No Industry Average Available Complaints Handling BCOP – 21% Industry Average – 37% • Complaints Procedure to be reviewed, with clarity in defining complaints v's service requests. • TSM responses to be included in SIP with action plans for TSOs/HCO • Feedback boxes to be provided in all independent schemes as well as supported • 'You said, we did' posters to be displayed monthly, to show what BCOP has been working on to respond to tenant concerns. • New way of tracking complaints to be considered in 2024-25 For 2024-25 we will implement the following: • Restructure of Housing Services includes new post – Housing & Compliance officer, to deliver housing services to Independent tenants and supported schemes. • New structure will lead to 3 TSOs (2 x FTEs plus 1 x 16 hr post) who work across all supported schemes, so Tenants have alternative 'known' people to approach for support. • Housing Manager will conduct monthly scheme Audits, which will include visiting 2 tenants per scheme, and asking about support received, information flow, general satisfaction etc.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Principal risks	Risk appetite and main risk areas	Key controls/ actions /achievements
Care and Support	The charity is committed to providing good quality care and support, minimising the potential for service failures or discontinuity such as safeguarding, serious incidents or other regulatory or legislative breach. Safeguarding Failures: Residents/service users experience abuse or neglect in our services Lack of or unclear guidance for staff undertaking particular activities or services. Poor service due to lack of skills within teams	• Scrutiny and reporting from the Operations Committee. • Audits and SIPs reflect any risks to safe, quality service. • Staff training in key areas e.g. infection control, safeguarding, general care • Electronic care records, and notifications to CQC. • Effective communications with regulators, commissioners, and families. • Complaints management. • Business Continuity Plans. • Whistleblowing policy. • Further work in 2024-25 to redesign Housing service so residents have more than one person supporting them, so any concerns can be reported. • Further work in 2024-25 to highlight safeguarding in our application packs and clarify what services we will do, and what we will never do (eg manage people's money). • Comprehensive set of policies and procedures that are supported through staff induction and cascaded through staff updates. • Review of systems and processes to ensure a satisfactory level of operational efficiency. • Reporting to the Board with clear escalation policy from frontline services to management, senior management, CEO and Board around issues of whistleblowing, serious incidents, fraud or other concerns. • Deliver specialist clinical training • Provide general training for care teams covering common conditions • Gain accreditation to demonstrate excellent care in specific areas

The risks listed above represent key risks for any provider in the increasingly competitive social care and housing sectors. We seek to limit instances by deploying the necessary resources and controls in our day-to-day operations, including service improvement plans. We have focused on developing stronger relationships with commissioners in order to anticipate changes in a more proactive manner.

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Group Strategic Report (continued)

For the Year Ended 31 March 2024

Governance and Reporting Structures

The charity reviews its governance arrangements and changes its governance procedures to meet best practice principles in the charitable sector.

Following two resignations and two appointments during 2023-24, the Board comprised nine trustees including the Chair at financial year end. Our Articles of Association state that we must have a minimum of five trustees. The Board meets at least four times a year to monitor performance against strategy. Senior Executives also attend the relevant Board and Committee meetings. The Board has the expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity and provide leadership and strategic direction whilst fostering a culture of constructive challenge and debate with the Executive who manage the charity on a day-to-day basis.

A basic Board appraisal took place this year, we will seek support from industry membership groups to find a more robust approach in 24-25.

A trustee skills matrix is maintained by the Chair and reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity. Board members are recruited by advertising through various websites and associated channels. Applicants are shortlisted by the Chair and Chief Executive, leading to formal interviews at one of our services and, if mutually agreeable, to an invitation for the applicant to observe a Board meeting, to meet with trustees and to visit more of our schemes, prior to a final appointment being recommended to, and if agreed, approved by Board. A description of the requirements of the role is provided to all trustees. Trustees serve a three year term before facing retirement or re-election up to a maximum of 9 years in office.

Following appointment, each new trustee receives a programme of induction which includes key documents as part of the Trustees' Handbook; support from a Board 'buddy' drawn from among existing Members; service site visits with the Director of Operations and dedicated sessions with other members of the Executive Team dependent on the Trustees role. The Chief Executive provides a half day induction to BCOP to inform of current operating position and challenges as well as our position with the organisational strategy.

Training is carried out both with external agencies and via in-house training when identified as being needed, and drawn up on the outcomes of the Board appraisal process. The findings feed into the training/ development programme for new and existing members.

The Trustees are not remunerated but may receive reasonable out-of-pocket expenses for attending Board meetings in accordance with the expenses policy.

Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation to two Committees. Work continues to ensure compliance with the NHF Code of Governance, as well as meeting the requirements of the Social Housing (Regulation) Bill.

Scheme of delegation

Committees

Each Committee has written terms of reference which are reviewed and approved by the Board on a biennial basis; Audit Committee Terms of Reference were last reviewed and approved in February 2023. Operations Committee Terms of Reference were last reviewed in July 2023 to reflect changes to the reporting structure. The work of the Committees provides trustees with more detailed understanding and assurance on specific areas of delegated risk, compliance and development.

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Group Strategic Report (continued) For the Year Ended 31 March 2024

Responsibilities

Audit Committee: Oversees finance, risk and audit with authority to appoint external auditors.

Operations Committee: Oversees and reports on quality assurance of services, including clinical governance of the nursing homes, and compliance with the Social Housing Regulations Act, monitoring the operations plan and assessing performance against KPIs.

Compliance with code of governance

The charity has adopted the National Housing Federation's Code of Governance (2020). As a small Registered Provider (less than 1000 units), we seek to adhere to the spirit of the Code, whilst prioritising our business needs.

Trustees recognise that there should be a balanced, diverse, and effective Board which leads and controls the organisation, complies with its legal requirements and reflects the increasingly diverse service user community whom we serve.

We have undertaken an assessment against the provisions of the code under its 4 principles and comply, with the following exceptions:

(i) Mission and Values

- Recognise our need to improve formal resident engagement following appropriate consultation with tenants. This is required in our Nursing Homes as well as housing services.
- clearly express and publish our vision and mission statement, with a review of our staff appraisal system to directly link individuals' objectives with our corporate values.

(ii) Strategy and Delivery

- Improve awareness and adherence of corporate trustee obligations.

(iii) Board effectiveness

- The Chair of the Board should not be a member of the committee responsible for audit. The chair has been included in the audit committee to make up numbers – current recruitment of two trustees with excellent finance and risk expertise will enable us to comply with this element.
- The Board decided to retain a 9-year term (3 x 3 years) due to challenges in recruiting, and the importance of retaining corporate memory.

(iv) Control and Assurance

The CEO and Director of Operations continued to embed the reporting and audit process in 2023-24 to ensure services are using it effectively and communication of risks is clear and direct to the executive and Board. To ensure that our policy revisions are a reflection of best practice, we joined QCS (Quality Compliance Systems) so we have consistent access to relevant, industry leading policies and procedures for working in care and related environments. We are committed to having a comprehensive range of tools to ensure concerns or poor practice cannot remain hidden or unreported. The SIP remains organic, and we are constantly reviewing content to ensure we do not lose any learnings.

Internal Financial Control and Financial Reporting

The Board is ultimately responsible for the group's system of internal financial control, which is designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

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Group Strategic Report (continued) For the Year Ended 31 March 2024

The Board regularly reviews the effectiveness of the group's internal financial control system for the period and up to the date of the approval of the report and financial statements. No weaknesses were found to date in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements.

The main features of the internal control system are:

- Written orders and financial regulations which delineate responsibilities and levels of authority.
- Annual budgets, set in the context of a longer-term business plan with clear accountability for control of each part of the budget
- Formal budgetary control arrangements with a quarterly reporting cycle.
- Detailed management accounts produced quarterly, with headlines communicated monthly and forecasts for the remainder of the financial year. These are reviewed by the Senior Executive Team and considered and approved by the Board.
- Board approval of the parameters under which new investments or financing are entered into.
- Ongoing monitoring by the Board of the risk assessment review carried out by the management of the organisation and acknowledgement of its findings.

Meeting Public Benefit

In considering 'Public Benefit' the trustees recognise their responsibilities as guided by the Charities Act 2011 which defines a charitable purpose, explicitly, as one that falls within 13 descriptions of purposes and is for the public benefit. One of those 13 descriptions is 'The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage'.

BCOP's objectives are to provide good quality support and care to persons over 60 years of age, or 55 if living with a disability. BCOP provides accommodation, care and support to individuals within our nursing homes or housing services. The trustees are therefore confident that BCOP meets public benefit requirements with a clear charitable purpose.

Access to all of our care services can be achieved either through self-referral or a government-funded statutory organisation. We promote the nursing homes to ensure equity of access across the community, based on the individual's care needs assessment, required outcomes and our ability to deliver.

We publicly advertise rental tenancy vacancies in our social housing provision and operate a criteria assessment for prioritising needs. Over 75% of our housing tenants are in receipt of Housing Benefit or other forms of state funding.

BCOP believes that everyone should benefit from the same standard of good quality care. Fees charged to tenants and residents are set to achieve – as much as possible – full cost recovery, without the need for any profit, therefore maintaining the financial viability of the charity. Funding for residents in our nursing homes is provided through either state assistance via Local Authority, NHS or Clinical Commissioning Groups, and/ or with self-funding or through the support of charitable organisations. We aim to ensure equity of access to our services and to provide the highest quality of care to residents. We also offer day care placements at our nursing homes to enable people to receive daily respite or care and supervision whilst still living independently.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

The grants received last year enabled us to deliver a programme of activities at Whitley Court in the early part of the financial year, open also to residents of Emma Ball Homes and Newman Court. This included music, art, mindfulness and massage sessions. The events have all been well attended and ensure that our tenants and local neighbours do not experience social isolation or loneliness.

BCOP extends its services to the wider community of older people beyond those who are resident in our schemes. 2023-24 saw our first ever Warmth Hub – funded by a grant from the National Grid. This enabled us to open up the Bistro at Anita Stone Court to anyone in the community for five days a week, with free refreshments, with the aim of reducing loneliness and providing a warm space in the coldest months. We gave away electric blankets as these are proven to be a cost effective way of keeping warm. We aim to deliver more Warmth Banks in the future as well as other hubs/groups which may benefit older people in the wider community. We administer a number of small charitable services which contribute towards the costs of many household items e.g. white goods, carpets, to older people in need, through referrals from Age UK and similar organisations. We also administer charitable grants to fund housing costs, often this can support residents of our nursing homes to pay their accommodation related fees, or people moving elsewhere to fund an essential item for their tenancy.

Marketing, Fundraising and Grant Applications

Our approach to fundraising is linked mainly to the work of the nursing homes. While BCOP does not have a dedicated fundraising team, we were able to secure some financial grants towards our running costs, and donations to the welfare funds operated by each home through generous donations from family members.

The main sources of donation are:

1. Trusts and Foundations
2. Occasional donations from families, friends or the general public
3. Legacy donations
4. Free-to-attend fundraising events run in the nursing homes e.g. summer fetes, garden parties
5. Volunteers/staff who fundraise on our behalf

Once again, opportunities for fundraising were severely limited during the current year but we gratefully acknowledge the following grant making bodies and trusts for donations received:

Nursing Homes

- We received £41,136 from the Adult Social Discharge Fund to help with supporting the workforce capacity including increased agency costs & general running costs, in light of the increased costs incurred as a result of supporting discharges from hospitals.
- The National Grid awarded £9,800 to run the Warmth Bank at Anita Stone Court from December 2023 to March 2024.

We are not registered with the Fundraising Regulator given the currently limited nature of our fundraising activities. We are compliant with the Regulator's Code of Fundraising Practice (V1.10) and the Institute of Fundraising in respect of the fundraising areas outlined above.

We received no complaints about fundraising in 2023-2024. We ensure that our fundraising is respectful, open, honest, and accountable to those supporting us. Our approach relies upon an individual's personal preference to be involved. We do not currently maintain a scheme for regular donors, nor contact individual families or previous donors to ask for money directly. We always acknowledge and thank individuals if they have contributed to our work, but any campaigns or activities involve general promotion and are not targeted at individuals.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Value for money statement

BCOP recognises that in achieving Value for Money (VfM), the responsibility for robust financial management by the Board and management team is essential. Our working definition for VfM is to use our resources economically, efficiently, and effectively as befits an organisation of our size and complexity, in order to provide quality services and homes for our service users.

Our strategic approach to Value for Money includes the following steps:

1.Embedding Value for Money objectives into our Strategic Objectives

One of our key strategic objectives is to be a strong Social Business, focused on achieving sustainable financial performance and doing this within a VfM framework. BCOP believes that VfM is integral to how we work, and we encourage all staff, particularly budget holders, to consider VfM within the context of their roles, welcoming suggestions for process and service delivery improvements in order to achieve a more equitable balance between quality and cost of provision. In 2023-24 we reviewed services from staffing agencies, catering and cleaning suppliers, IT support and software provision.

2. Reporting on Regulatory Metrics

As a small provider with less than 1,000 units, an element of BCOP's remit is to provide affordable and safe housing for older people in its existing units. The core purpose of BCOP is predominantly as a Care provider and not a developer of Housing. In the short -medium term, the organisation intends to refurbish its housing stock as and when the opportunity arises, to ensure the stock is in sufficient demand and appropriate condition to remain viable. We are not currently aiming to invest in building or acquiring new stock.

In line with the principles of the metrics introduced by the Regulator of Social Housing, providers are expected to report their performance against seven key metrics in the annual accounts. The Regulator acknowledges that reporting on a particular metric may be inappropriate given the nature of the organisation, but it provides us with an opportunity to compare ourselves to the wider housing for older people sector.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

The key metrics are as follows:

Performance is benchmarked where data is available and appropriate, against a peer group of 7 West Midlands-based smaller housing associations (between 100-200 units) providing housing for older people or with over 50% of their stock addressing this need. An element of general needs property within a portfolio will lower the headline costs compared to a specialist provider for older people [Sourced from SPBM Small Providers' Benchmarking – West Midlands]. This approach will be revisited in 2024-25.

Reinvestment: We undertook minor capital works on Housing properties in the year, reflecting our commitment to provide safe and affordable accommodation to our tenants. The programme of maintenance and, where appropriate, modernisation of existing stock incorporated changes arising from changes to fire safety regulations.

New supply delivered: BCOP is not currently developing new housing capacity.

Gearing: This metric looks at the percentage of assets supported by debt and the degree of dependence on Debt Finance. BCOP primarily operates as a care provider and any loans are only secured against the Nursing Homes. We repaid a lump-sum from our CBILS loan and will continue the phased repayment of this loan subject to continued positive financial position in 2024-25, with a view to it being repaid in 2025-26.

EBITDA (Group): This relates to the whole group and has improved due to the improved occupancy levels and hence reduction in void income. This was partially offset by the continued high expenditure on agency staff.

MRI Interest Cover: Performance has improved due to the impact on occupancy and income levels of our operating surplus.

Headline Social Costing per unit exceptional year with increased routine maintenance carried out across the social housing sector.

Operating Margin: Operating margin on housing improved, however we do have high void levels in some schemes. Voids have been refurbished to a high standard and letting in previously considered 'undesirable' schemes has proved successful. However capacity to turn around voids is slow so these are being prioritised according to known demand. We are exploring cost-effective ways of reducing running costs for tenants, including renewable energies for schemes without cost effective forms of heating. The Board recognises the need to ensure that we are providing homes to a decent standard for our tenants, ensuring compliance and reflecting our charitable credentials. Most of our schemes were constructed in the 1960s and 1970s so we need to ensure they remain competitive and desirable.

Return on Capital Employed (ROCE) % (Group): This measure indicates the efficient use of resources. The assets and liabilities of the organisation are grouped together i.e. the Nursing Homes and Social Housing provision. As a group, income improved with a small decrease versus budget, however we did see savings in many areas resulting in an overall surplus.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

3.VfM and BCOP metrics

RSH Metric name	2022	2023	2024	Variation between Years 2023 and 2024	Peer group median 2022-23
a. Reinvestment	£29,957 Equates to 0.3%	£43,808 Equates to 0.4%	£64,316 Equates to 0.7%	Increase in activity due to better planning and clarity of stock requirements.	Absolute figures not available
b. New Supply (Social and Non Social Housing)	Nil	Nil	Nil	BCOP is not a housing developer.	Nil
c. Gearing (Group)	7.3%	9.2%	8.4%	Improvement due to lump sum repayment of CBILs loan.	13.2% from previous year
d. EBITDA (Group)	5.4%	1.0%	6.8%	Improved occupancy and hence income coupled with better control of operational expenditure.	Not available
e. EBITDA MRI interest cover (Group)	75%	(7%)	244%	Operating surplus coupled with increased turnover.	168% from previous year
f. Headline Social Housing Cost per Unit	£6,632	£7,449	£7,591	Continued focus on repairs as well as planned upgrades and void works.	£5,395 from previous year
g. Operating Margin % (Group)	1.9% Housing – 23%	(4.6%) Housing- 14.9%	3.55% Housing – 19.9%	Operating surplus overall and improvement in Housing.	13.3% from previous year
h. Return on Capital Employed (ROCE) % (Group)	0.7%	(0.9%)	1.4%	Improved due to generating an operating surplus.	1.9% from previous year

Our nursing homes come under the regulation of the Care Quality Commission, though the overheads of the organisation are apportioned across both parts of the organisation. In the following table, we outline key metrics used to measure performance.

Broadening Choices for Older People

(A company limited by guarantee)

Group Strategic Report (continued)

For the Year Ended 31 March 2024

Metric	2022-23	2023-24	Target 2024-25
Quality – services receiving a good CQC rating or above (% beds)	100%	100%	100%
Quality – Number of complaints & % resolved at first stage	Nursing 18 : 95% Housing 1 : 100%	Nursing 23 : 85% Housing 4 : 75%	Aim for 90% of all complaints to be dealt with at first stage.
Quality – carehome.co.uk scores* (Leading care review site for family and friends. Scores out of 10)	ASC 9.6 NWH 9.8 RHH 9.8	ASC 9.3 NWH 9.7 RHH 9.8	Aim for 9.8 for all services
People – staff turnover %	32%	16.4%	Maintain below 20% (care industry average – 32%)
People – staff sickness % of total hours	17%	1.27%	Maintain below 5%
Occupancy level	Nursing – 85.7% Housing – 82.2%	Nursing- 85.8% Housing- 84%	Nursing – 88% Housing – 91.5%
Overhead costs as % of turnover (Group)	14.4%	12.0%	Peer median is 17.7%
Support Office costs as % of Turnover (Group)	12.1%	10.1%	Target of 13%
Repairs/Maintenance	£225,143	£267,209	Under continuous review based on property assessments and stock condition survey

Future Plans

The Business Plan commits us to:

- Focusing on our social purpose namely, providing housing, care and support for older people with high level needs and dependency, and support or assistance to those in necessitous circumstances.
- Ensuring that we can sustain the financial longevity of the organisation, focusing on what we are good at and looking to cease or change activities that do not add value, or distract from our core purpose.
- Prioritise strong performance, which this year has focussed on continuous staff recruitment, talent progression and succession planning, along with refurbishing void properties to let, to improve housing income.
- Increasing Support Office VFM, including restructuring teams to be more efficient, identifying more cost effective offices, and migrating to new software which will reduce staff time and make us more efficient.
- Increase specialist knowledge in the Nursing Homes, ensuring they are responsive to changing needs of residents with particular conditions.

This report was approved by the board and signed on its behalf.



D Sizer

Chair

Date: 04/12/2024

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report

For the Year Ended 31 March 2024

The Trustees present their report and the for the year ended 31 March 2024.

Introduction

The Trustees submit their report, including the audited consolidated financial statements of Broadening Choices for Older People for the year ended 31 March 2024. This report forms the Directors' report for the purposes of the Companies Act 2006.

Results

The surplus for the year, after taxation, amounted to £322,293 (2023 - deficit of £573,827).

Trustees

The Trustees who served during the year were:

D Sizer (Chair of Board)
H Gore (Chief Executive)
J Bennett
N Bradbury
A Jones (resigned 24 April 2023)
E Davies
J Lindon-Lewis (resigned 25 July 2024)
P Mandleberg (appointed 24 May 2023)
G Hall (appointed 6 September 2023)
T Pattni

Under the terms of the statutory guarantee, the Trustees are deemed to be the statutory members and as such have given an undertaking to contribute up to £1 each if called upon to do so.

Going concern

At 31 March 2024 the group has cash at bank of £1.7m. The Board has reviewed the group's budgets and funding requirements and is satisfied that the group is a going concern, and it has therefore continued to adopt the going concern basis in preparing the consolidated financial statements.

The Board will continue to manage the financial stability of the organisation by monitoring its operational activities and looking at ways of reducing expenditure and increasing cost effectiveness and value for money.

Further details of the Trustees' going concern assessment is given in the Group Strategic Report.

Qualifying third party indemnity provisions

Professional indemnity insurance is in place for the Trustees.

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report (continued)

For the Year Ended 31 March 2024

Matters covered in the Group Strategic Report

The Company has chosen in accordance with section 414C(11) of the Companies Act 2006, to set out in the company's Strategic Report information required by this Schedule to be contained in the Trustees' Report in respect of future developments and financial risk management.

Trustees' responsibilities statement

The Directors are responsible for preparing the Group strategic report, the Board of Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law and Housing association legislation requires the Directors to prepare for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board of Trustees must not approve the financial statements unless it is satisfied that they give a true and fair view of the state of affairs of the group and the company and of the surplus or deficit of the group and the company for that period.

In preparing these financial statements, the Board of Trustees is required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable it to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008, the Charities Act 2011 and the Accounting Direction for Private Registered Providers of Social Housing 2015. They are also responsible for safeguarding the assets of the group and the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees/Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Broadening Choices for Older People website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Directors have confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Broadening Choices for Older People

(A company limited by guarantee)

Trustees' Report (continued)

For the Year Ended 31 March 2024

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditor

Dains Audit Limited has indicated its willingness to continue in office as auditors and will be proposed for re-appointment as auditors of the Charity at the forthcoming Annual General Meeting.

This report was approved by the board and signed on its behalf.



D Sizer

Chair

Date: 04/12/2024

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People

Opinion

We have audited the financial statements of Broadening Choices for Older People (the 'parent company') and its subsidiaries (the 'Group') for the year ended 31 March 2024, which comprise the Group Statement of Comprehensive Income, the Group and company Statements of Financial Position, the Group Statement of Cash Flows, the Group and company Statement of Changes in Reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Charity's affairs as at 31 March 2024 and of the Group's deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Board of Trustees Report(Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Board of Trustees Report (Directors' Report) have been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 29, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our knowledge and experience of the social housing and nursing home sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the financial reporting legislation, Charities Act 2011, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Broadening Choices for Older People

(A company limited by guarantee)

Independent Auditor's Report to the Members of Broadening Choices for Older People (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the Charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company's and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Morris FCA (Senior Statutory Auditor)

for and on behalf of

Dains Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

Date: 4 December 2024

Broadening Choices for Older People
(A company limited by guarantee)

Consolidated Statement of Comprehensive Income
For the Year Ended 31 March 2024

	Note	2024 £	2023 £
Turnover		8,893,484	7,667,221
Operating expenditure		(8,578,145)	(7,877,583)
Operating surplus/(deficit)	9	315,339	(210,362)
Fair value movements on investments	18	133,048	(167,875)
Income from listed investments	6	58,258	49,753
Interest receivable and similar income	7	25,738	2,124
Interest payable and similar expenses	8	(210,090)	(247,467)
Surplus/(deficit) for the financial year		322,293	(573,827)
Actuarial losses on defined benefit pension scheme	28	(128,000)	(87,000)
Total comprehensive income/(expense) for the year		194,293	(660,827)

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 4 December 2024



D Sizer
Chair



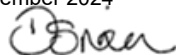
H Gore
CEO

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People**(A company limited by guarantee)****Registered number:03685650****Consolidated Statement of Financial Position****As at 31 March 2024**

	Note	2024 £	2023 £
Fixed assets			
Housing properties	14	9,876,311	9,949,936
Other tangible assets	17	10,859,658	10,889,488
Investments	18	1,969,277	1,863,090
		22,705,246	22,702,514
Current assets			
Debtors	20	540,123	393,761
Cash at bank and in hand	21	1,670,295	1,937,025
		2,210,418	2,330,786
Creditors: amounts falling due within one year	22	(1,710,742)	(1,572,986)
Net current assets		499,676	757,800
Total assets less current liabilities		23,204,922	23,460,314
Creditors: amounts falling due after more than one year	23	(5,827,704)	(6,294,389)
Net assets excluding pension liability		17,377,218	17,165,925
Defined benefit pension scheme liability	28	(592,000)	(575,000)
Net assets		16,785,218	16,590,925
Capital and reserves			
Endowment Fund	28	34,329	34,329
Restricted Funds	28	1,873,939	1,836,091
Revenue Reserve	28	14,876,950	14,720,505
		16,785,218	16,590,925

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 4 December 2024



D Sizer
Chair



H Gore
CEO

Broadening Choices for Older People**(A company limited by guarantee)****Registered number:03685650****Charity Statement of Financial Position****As at 31 March 2024**

	Note	2024 £	2023 £
Fixed assets			
Housing properties	14	9,699,239	9,772,101
Other tangible assets	17	10,859,658	10,889,488
Investments	18	1,969,277	1,863,090
		22,528,174	22,524,679
Current assets			
Debtors	20	539,589	392,050
Cash at bank and in hand	21	1,666,989	1,933,622
		2,206,578	2,325,672
Creditors: amounts falling due within one year	22	(2,623,522)	(2,472,380)
Net current liabilities		(416,944)	(146,708)
Total assets less current liabilities		22,111,230	22,377,971
Creditors: amounts falling due after more than one year	23	(5,716,294)	(6,181,760)
Net assets excluding pension liability		16,394,936	16,196,211
Defined benefit pension scheme liability	28	(592,000)	(575,000)
Net assets		15,802,936	15,621,211
Capital and reserves			
Restricted Funds	28	787,446	762,166
Revenue Reserve	28	15,015,490	14,859,045
		15,802,936	15,621,211

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 4 December 2024



D Sizer
Chair



H Gore
CEO

Broadening Choices for Older People
(A company limited by guarantee)

Consolidated Statement of Changes in Equity
For the Year Ended 31 March 2024

	Endowment Fund £	Restricted Funds £	Revenue Reserve £	Total equity £
At 1 April 2022	34,329	1,782,947	15,434,476	17,251,752
Comprehensive income for the year				
Deficit for the year	-	-	(573,827)	(573,827)
Actuarial loss on defined benefit pension scheme	-	-	(87,000)	(87,000)
Transfers (Note 28)	-	53,144	(53,144)	-
At 1 April 2023	34,329	1,836,091	14,720,505	16,590,925
Comprehensive income for the year				
Surplus for the year	-	-	322,293	322,293
Actuarial loss on defined benefit pension scheme	-	-	(128,000)	(128,000)
Transfers (Note 28)	-	37,848	(37,848)	-
At 31 March 2024	34,329	1,873,939	14,876,950	16,785,218

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
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Charity Statement of Changes in Equity
For the Year Ended 31 March 2024

	Restricted Funds	Revenue Reserve	Total equity
	£	£	£
At 1 April 2022	742,609	15,574,234	16,316,843
Comprehensive income for the year			
Deficit for the year	-	(608,632)	(608,632)
Actuarial loss on defined benefit pension scheme	-	(87,000)	(87,000)
Transfers (Note 28)	19,557	(19,557)	-
At 1 April 2023	762,166	14,859,045	15,621,211
Comprehensive income for the year			
Surplus for the year	-	309,725	309,725
Actuarial loss on defined benefit pension scheme	-	(128,000)	(128,000)
Transfers (Note 28)	25,280	(25,280)	-
At 31 March 2024	787,446	15,015,490	15,802,936

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
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Consolidated Statement of Cash Flows
For the Year Ended 31 March 2024

	2024 £	2023 £
Cash flows from operating activities		
Surplus/(deficit) for the financial year	322,293	(573,827)
Adjustments for:		
Amortisation of deferred capital grant	(35,892)	(38,776)
Depreciation of tangible assets	292,332	287,900
Interest payable	210,090	247,467
Investment income and interest receivable	(83,996)	(51,877)
Increase in debtors	(146,362)	(192,788)
Increase in creditors	94,746	192,958
Fair value movement on investments	(133,048)	167,875
Pension contributions paid	(146,000)	(162,000)
Pension scheme costs	45,559	22,138
Net cash generated from/(used in) operating activities	419,722	(100,930)
Cash flows from investing activities		
Purchase of tangible fixed assets	(188,880)	(107,431)
Purchase of listed investments	(495,251)	(106,825)
Sale of listed investments	474,533	57,320
Interest received	25,738	2,124
Income from listed investments	58,258	49,753
Net cash used in investing activities	(125,602)	(105,059)
Cash flows from financing activities		
Net movement on borrowings	(423,675)	75,461
Loan interest paid	(185,090)	(174,867)
Net cash used in financing activities	(608,765)	(99,406)
Net decrease in cash and cash equivalents	(314,645)	(305,395)
Cash and cash equivalents at beginning of year	2,042,686	2,348,161
Cash and cash equivalents at the end of year	1,728,041	2,042,766

Broadening Choices for Older People
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Consolidated Statement of Cash Flows (continued)
For the Year Ended 31 March 2024

	2024	2023
	£	£
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	1,670,295	1,937,025
Cash on deposit awaiting investment	57,746	105,661
	1,728,041	2,042,686

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People
(A company limited by guarantee)

Consolidated Analysis of Net Debt
For the Year Ended 31 March 2024

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	1,937,025	(266,730)	1,670,295
Debt due after 1 year	(3,576,436)	433,241	(3,143,195)
Debt due within 1 year	(267,430)	(9,566)	(276,996)
	<u>(1,906,841)</u>	<u>156,945</u>	<u>(1,749,896)</u>

The notes on pages 43 to 76 form part of these financial statements.

Broadening Choices for Older People

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2024

1. General information

Broadening Choices for Older People is a private company, limited by guarantee and domiciled and incorporated in England and Wales. It is a Registered Provider of social housing with the Regulator of Social Housing (formerly the Homes & Communities Agency) and a Registered Charity.

The Charity's registered office address and registered numbers are set out in the Charity Information page.

The Charity's and the Group's principal activities are the provision of nursing care and the management of accommodation for older people.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP), including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102"), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and they comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. They have been prepared under the historical cost convention modified to include investments at fair value and on the Going Concern basis as set out in the Strategic Report and the Trustees' Report.

The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the Charity and the Group, and rounded to the nearest £1.

Broadening Choices for Older People meets the definition of a public benefit entity under FRS102.

The following principal accounting policies have been applied:

2. Accounting policies (continued)

2.2 Basis of consolidation

The consolidated financial statements present the results of the Charity and its own subsidiaries ("the Group") as if they form a single entity.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, contingent consideration and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at fair value at the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

Where acquisitions are in substance a gift of one business or another, the fair value of the gifted asset is accounted for as a donation in the year of acquisition within the Consolidated Statement of Comprehensive Income.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. All financial statements are made up to 31 March. All Group entities adopt consistent accounting policies.

2.3 Going concern

The Board confirms that these financial statements are prepared on the basis that the Group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the Guidance published by the UK Financial Reporting Council.

The Budget for 2024-25 has been based on up-to-date and prudent assumptions on occupancy and income levels. The forecast for 2024-25 has been extended into 2025-26 and demonstrates that the Group will have adequate resources to continue in operation for at least 12 months from the signing date of the consolidated financial statements.

2.4 Turnover

Turnover comprises rental income, service charges, and fees receivable from housing activities and nursing homes, income receivable from day centres, catering activities, and management of schemes, and legacies and donations receivable.

2. Accounting policies (continued)

2.5 Government grants

Government grants include grants receivable from Homes England (formerly the Homes & Communities Agency), Local Authorities and other government bodies.

Grants are accounted under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

Government grants received for housing properties are recognised in the Consolidated Statement of Comprehensive Income over the useful economic life of the structure of the housing asset under the accruals model. The deferred element of grants is included in creditors as deferred income.

2.6 Income from listed investments

Income from listed investments is included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

2.7 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2.8 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.9 Apportionment of management expenses

Direct employee, administration, and operating costs are apportioned between the operations which generate income, on the basis of the costs of the staff to the extent that they are directly engaged in each of the operations dealt with in these financial statements.

2.10 VAT

The Charity was deregistered for VAT with effect from 1 October 2014. Therefore all expenditure is shown inclusive of VAT.

Broadening Choices for Older People

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2024

2. Accounting policies (continued)

2.11 Housing properties and Nursing home properties

Housing properties and Nursing home properties are stated at historical cost less accumulated depreciation and impairment losses where applicable. Historical cost includes the cost of acquiring land and buildings and expenditure that is directly attributable to the initial equipping of the Group's properties necessary for them to be capable of operating in the manner intended by management, including interest costs on related loans and freehold and leasehold costs.

The Group separately identifies the major components to its housing properties and nursing home properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Freehold – Land	Nil
Freehold – Structure	60-100
Leasehold – Land & Structure	Over remaining lease term
Assets under construction	Nil
Windows	30
Kitchens	15
Bathrooms	15
Roofs	35 to 75

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that enhance the economic benefits of the assets, are capitalised as improvements. Such enhancements can occur if improvements result in either:

- An increase in rental income;
- A material reduction in future maintenance costs;
- A significant extension to the life of the property.

2. Accounting policies (continued)

2.12 Other tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Individual fixed assets costing £2,000 or greater are normally capitalised.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line and reducing balance methods.

Depreciation is provided on the following bases:

Leasehold improvements & office equipment	- 20% straight line or period of lease if shorter
Motor vehicles	- 33% reducing balance
Fixtures and fittings	- 10% - 50% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gain and losses on remeasurement are recognised in the Consolidated Statement of Comprehensive Income for the period.

2.14 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.15 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2. Accounting policies (continued)

2.16 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.17 Financial instruments

Basic financial assets

Basic financial assets, which include trade and other receivables, cash and bank balances, are initially measured at their transaction price including transaction costs and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other receivables due within the operating cycle fall into this category of financial instruments.

Financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other payables, bank loans, other loans and loans due to fellow group companies are initially measured at their transaction price after transaction costs. When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade payables are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

2. Accounting policies (continued)

2.18 Reserves

Revenue reserves represent those resources which may be used towards meeting any of the charitable objects of the Group at the discretion of the Board.

Restricted funds comprise all funds received with restrictions imposed by the funder/donor.

The endowment fund comprises property of the Group which the Board may not spend as if it were income. It must be held permanently, but can be used in furthering the Group's purposes or to produce an income for the Group.

2.19 Taxation

The Charity is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 2 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.20 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2. Accounting policies (continued)

2.21 Employee benefits and pensions

The costs of short term employee benefits are recognised as a liability and an expense.

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust. The Social Housing Pension Scheme (SHPS) scheme is a multi-employer scheme which provides benefits to some 500 non-associated employers. The Pension Trust Growth Plan is also a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers.

Defined Benefit Scheme

These schemes were open to any employees who wished to join them. However no new members have joined the schemes since 2016. The deficit on the schemes is reported as a Net Defined Benefit Pension Scheme Obligation in the Statement of Financial Position (Balance Sheet).

The net defined benefit obligation represents the present value of the defined benefit obligation minus the fair value of scheme assets out of which obligations are to be settled. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost (Note 11). Net interest on the net defined benefit liability comprises the interest cost on the defined benefit obligations and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligation. These amounts are recognised within net income/expenses (Note 8). Actuarial gains and losses and the difference between the interest income on scheme assets and the actual return on scheme assets are recognised as actuarial gains/losses within Other Comprehensive Income or Expense.

Defined Contribution Scheme

The amounts charged as expenditure represent the contributions payable by the Group in the year.

2.22 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Defined Benefit Pension Scheme liabilities

The Group, through the use of a scheme actuary as a management expert, assesses the assets and liabilities of the scheme, and hence the net liability at each year end using a number of key assumptions including mortality rates, discount rates, inflation and salary growth in order to establish the fair value of the assets and liabilities at the balance sheet date. Further information in relation to the assumptions used to evaluate the deficit as at 31 March 2024 is set out in Note 30 to the financial statements.

Economic Life of Assets

An estimation of the useful economic life of the Group's assets is made by management and disclosed within the Accounting Policies. This impacts the annual charge for the depreciation of these assets. The relevant assets and depreciation are set out in Notes 14 and 17 to the financial statements.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for any current and former tenants and against any sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of any provision is based on historical experience and future expectations. The amounts involved are disclosed in Note 20 to the financial statements.

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

4. Particulars of turnover, operating expenditure and operating (deficit)/surplus

	Turnover	Operating expenditure	Operating surplus / (deficit)	Turnover	Operating expenditure	Operating surplus / (deficit)
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Social housing lettings (see Note 5)	1,540,969	(1,234,476)	306,493	1,267,098	(1,078,510)	188,588
Non-social housing:						
Nursing homes	7,199,045	(7,228,547)	(29,502)	6,175,681	(6,587,483)	(411,802)
Donations and legacies	34,283	(25,590)	8,693	39,533	(24,111)	15,422
Other activities	78,051	(48,396)	29,655	113,532	(116,102)	(2,570)
	<u>8,852,348</u>	<u>(8,537,009)</u>	<u>315,339</u>	<u>7,595,844</u>	<u>(7,806,206)</u>	<u>(210,362)</u>
Government grants	41,136	(41,136)	-	71,377	(71,377)	-
	<u>8,893,484</u>	<u>(8,578,145)</u>	<u>315,339</u>	<u>7,667,221</u>	<u>(7,877,583)</u>	<u>(210,362)</u>

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

5. Particulars of income and expenditure from social housing lettings

	2024	2023
	£	£
Group		
Rent receivable net of identifiable service charges	776,934	685,664
Service charge income	764,035	581,434
Net Rental Income and Turnover from Social Housing Lettings	1,540,969	1,267,098
Amortisation of Government grants	35,892	38,776
Net Income and Turnover from Social Housing Lettings	1,576,861	1,305,874
Management	(430,365)	(443,586)
Services	(359,580)	(252,325)
Routine Maintenance	(341,095)	(279,650)
Depreciation of housing properties	(139,328)	(141,725)
Operating expenditure on social housing lettings	(1,270,368)	(1,117,286)
Operating surplus on social housing lettings	306,493	188,588

The void costs for the year were £336,785 (2023 - £278,001).

6. Income from listed investments

	2024	2023
	£	£
Income from listed investments	58,258	49,753

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

7. Interest receivable and similar income

	2024	2023
	£	£
Deposit account interest receivable	25,738	2,124

8. Interest payable and similar expenses

	2024	2023
	£	£
Loan interest payable	180,930	174,867
Amortisation of financing costs	4,160	57,600
Net interest expense in respect of defined benefit pension scheme	25,000	15,000
	210,090	247,467

9. Operating (deficit)/surplus

The operating (deficit)/surplus is stated after charging/(crediting) the following:

	2024	2023
	£	£
Depreciation of properties	260,122	266,099
Depreciation of other tangible assets	32,213	21,801
Amortisation of government grants	(34,673)	(38,776)
Operating lease charges - other	22,472	17,264
Operating lease charges - land and buildings	61,133	102,461

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

10. Auditor's remuneration

During the year, the Group obtained the following services from the Charity's auditor:

	2024	2023
	£	£
Fees payable to the Charity's auditor for the audit of the consolidated and parent Charity's financial statements	24,660	21,840
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	-	4,158
	<u> </u>	<u> </u>

11. Employees

Staff costs, including Trustees' remuneration, were as follows:

	Group	Group
	2024	2023
	£	£
Wages and salaries	4,786,831	4,379,794
Social security costs	401,432	374,009
Defined contribution pension scheme costs	113,948	123,189
Defined benefit pension scheme - current service cost	5,000	18,000
	<u> </u>	<u> </u>
	5,307,211	4,894,992
	<u> </u>	<u> </u>

The average monthly number of employees, including the Trustees, during the year was as follows:

	2024	2023
	No.	No.
Support Office	15	18
Nursing Homes	207	210
Repairs and Maintenance	2	2
	<u> </u>	<u> </u>
	224	230
	<u> </u>	<u> </u>

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

Employees (continued)

The average number of employees in the year expressed as full-time equivalents was as follows:

	2024	2023
	No.	No.
Support Office	15	18
Nursing Homes	79	87
Repairs and Maintenance	2	2
	96	107

12. Key management personnel

Key management personnel includes the Board, the Chief Executive and senior management.

Their emoluments consist of salary and the value attributed to benefits in kind.

	2024	2023
	£	£
Key management remuneration		
Aggregate of emoluments	188,492	174,848
Aggregate of pension contributions	5,626	5,173
	194,118	180,021

Broadening Choices for Older People

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Notes to the Financial Statements For the Year Ended 31 March 2024

	2024 £	2023 £
Highest paid Trustee - Chief Executive		
Aggregate of emoluments	80,135	61,836
Aggregate of pension contributions	2,400	1,846
	82,535	63,682

One employee, other than the Chief Executive, received emoluments above £60,000 and is in the banding £60,000 - £70,000.

No fees or remuneration were payable to the Board in the period.

Expenses for members of the Board which were not subject to income tax were £386 (2023 - £302).

No member of the Board is a member of the Social Housing Pension Scheme (2023 - None).

13. Parent charity (deficit)/surplus for the year

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of comprehensive income in these financial statements. The surplus of the parent Charity for the year was £309,725 (2023 - deficit of £608,632).

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

14. Tangible fixed assets - Housing Properties

Group

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2023	1,242,419	11,987,702	13,230,121
Additions	23,916	40,400	64,316
At 31 March 2024	1,266,335	12,028,102	13,294,437
Amortisation			
At 1 April 2023	860,752	2,419,433	3,280,185
Charge for the year	32,499	105,442	137,941
At 31 March 2024	893,251	2,524,875	3,418,126
Net book value			
At 31 March 2024	373,084	9,503,227	9,876,311
At 31 March 2023	381,667	9,568,269	9,949,936

Included in Freehold Properties above is freehold land of £2,233,360 (2023 - £2,233,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2023 - £46,720). Included within freehold properties are costs incurred of £32,219 (2023 - £32,219) relating to shared ownership properties.

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

14. Tangible fixed assets - Housing Properties (continued)

Charity

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2023	1,242,419	11,795,399	13,037,818
Additions	23,916	40,400	64,316
At 31 March 2024	1,266,335	11,835,799	13,102,134
Amortisation			
At 1 April 2023	862,499	2,403,218	3,265,717
Charge for the year	32,499	104,679	137,178
At 31 March 2024	894,998	2,507,897	3,402,895
Net book value			
At 31 March 2024	371,337	9,327,902	9,699,239
At 31 March 2023	379,920	9,392,181	9,772,101

Included in Freehold Properties above is freehold land of £2,113,360 (2023 - £2,113,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2023 - £46,720). Included within freehold properties are costs incurred of £32,219 (2023 - £32,219) relating to shared ownership properties.

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2024

15. Accommodation owned, managed and in development

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Number of units owned and managed				
Nursing and residential home bed spaces	129	129	129	129
Housing accommodation	144	144	138	138
Shared ownership	4	4	4	4
Managed on behalf of others	59	16	53	10
	336	293	324	281

16a. Expenditure on works to existing housing properties

Expenditure on works to existing housing properties include the following:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Improvement work capitalised	64,316	65,088	64,316	65,088
Amounts charged to Statement of Comprehensive Income	228,191	165,314	225,557	164,743
	292,507	230,402	289,873	229,831

16b. Social Housing Assistance

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Capital grants received for social housing assistance	3,432,749	3,432,749	3,294,548	3,294,548

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

17. Other tangible assets

Group

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and sheltered housing fixtures and equipment £	Total £
Cost or valuation					
At 1 April 2023	12,872,632	394,766	93,164	170,014	13,530,576
Additions	37,260	12,492	-	74,812	124,564
At 31 March 2024	12,909,892	407,258	93,164	244,826	13,655,140
Depreciation					
At 1 April 2023	2,076,891	386,534	93,164	84,499	2,641,088
Charge for the year	122,181	9,255	-	22,958	154,394
At 31 March 2024	2,199,072	395,789	93,164	107,457	2,795,482
Net book value					
At 31 March 2024	10,710,820	11,469	-	137,369	10,859,658
At 31 March 2023	10,795,741	8,232	-	85,515	10,889,488

Included in Nursing home properties above is freehold land of £2,286,640 (2022 - £2,286,640) which is not depreciated.

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

17. Other tangible assets (continued)

Charity

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2023	12,872,632	394,766	93,164	170,014	13,530,576
Additions	37,260	12,492	-	74,812	124,564
At 31 March 2024	12,909,892	407,258	93,164	244,826	13,655,140
Depreciation					
At 1 April 2023	2,076,891	386,534	93,164	84,499	2,641,088
Charge for the year	122,181	9,255	-	22,958	154,394
At 31 March 2024	2,199,072	395,789	93,164	107,457	2,795,482
Net book value					
At 31 March 2024	10,710,820	11,469	-	137,369	10,859,658
At 31 March 2023	10,795,741	8,232	-	85,515	10,889,488

Included in Nursing home properties above is freehold land of £2,286,640 (2022 - £2,286,640) which is not depreciated.

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

18. Investments - Group and Charity

	2024	2023
	£	£
Listed investments - valuation		
At 1 April	1,757,765	1,876,135
Additions	495,251	106,825
Disposals	(474,533)	(57,320)
Movement in fair value	133,048	(167,875)
At 31 March	1,911,531	1,757,765

	2024	2023
	£	£
Listed investments comprise:		
Fixed interest securities	508,333	323,384
Equities and Alternative Investments	1,403,198	1,434,381
Total	1,911,531	1,757,765

	2024	2023
	£	£
Other investments		
Cash on deposit awaiting investment	57,746	105,661
Total Investments	1,969,277	1,863,090

The fair value of the listed equity investments is based on quoted market prices for the equity shares using the bid price at year end.

	2024	2023
	£	£
Investments - historical cost	1,662,982	1,605,473

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

19. Investments - Charity

	2024	2023
	£	£
Investments in audit exempt subsidiaries comprise:		
BCOP Services Limited - Company No. 06956792	1	1
Emma Ball and Rolason Almshouses - Charity No. 246857	-	-
Pargeter and Wand Trust - Charity No. 210725	-	-
	<u>1</u>	<u>1</u>

The registered offices of the subsidiaries are as stated in the Charity Information page. Other than BCOP Services Limited, they are audit exempt, unincorporated charitable trusts.

BCOP Services Limited is a dormant company.

In 2012/13, the Charity became sole Trustee and thereby assumed control of the Emma Ball and Rolason Almshouses, an almshouse charity. The charity provides 6 almshouse residences.

On 1 March 2015, the Charity became sole Trustee and thereby assumed control of The Pargeter and Wand Trust for £Nil consideration. Pargeter and Wand Trust is a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

20. Debtors

	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£	£	£	£
Rent and service charge debtors	308,161	222,738	307,906	221,985
Less: bad debt provision	(11,024)	(10,270)	(11,024)	(10,270)
	<u>297,137</u>	<u>212,468</u>	<u>296,882</u>	<u>211,715</u>
Other debtors	9,600	1,198	9,600	1,198
Prepayments and accrued income	233,386	180,095	233,107	179,137
	<u>540,123</u>	<u>393,761</u>	<u>539,589</u>	<u>392,050</u>

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

21. Cash and cash equivalents

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Cash at bank and in hand	1,670,295	1,937,025	1,666,989	1,933,622

22. Creditors: Amounts falling due within one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Bank loans	276,996	267,430	276,996	267,430
Trade creditors	536,870	391,372	536,870	391,372
Amounts owed to group undertakings	-	-	919,168	902,858
Other taxation and social security	718	73,901	718	73,901
Other creditors	922	431	922	431
Accruals	859,345	801,511	854,174	799,264
Deferred capital grants (Note 25)	35,891	38,341	34,674	37,124
	1,710,742	1,572,986	2,623,522	2,472,380

Details of security for the bank loans are given in Note 23.

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

23. Creditors: Amounts falling due after more than one year

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Bank loans	3,143,195	3,576,436	3,143,195	3,576,436
Deferred capital grants (Note 25)	2,684,509	2,717,953	2,573,099	2,605,324
	5,827,704	6,294,389	5,716,294	6,181,760

Included within bank loans is a loan of £370,000 (2023 - £698,000) obtained via the Coronavirus Business Interruption Loan Scheme. Interest accrues on a floating rate basis at a margin of 3.02 per cent per annum above Base Rate.

The other bank loan is secured through fixed and floating charges given by Broadening Choices for Older People. The fixed charges are against properties at Robert Harvey House and Anita Stone Court, included in Notes 14 and 17. This fixed rate basis term loan accrues interest at 4.89%.

24. Loans

Analysis of the maturity of loans is given below:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Amounts falling due within one year				
Bank loans	276,996	267,430	276,996	267,430
Amounts falling due 1-2 years				
Bank loans	294,509	291,209	294,509	291,209
Amounts falling due 2-5 years				
Bank loans	2,848,686	3,285,227	2,848,686	3,285,227
	3,420,191	3,843,866	3,420,191	3,843,866

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

25. Deferred capital grant

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
As at 1 April	2,756,294	2,795,070	2,642,448	2,680,004
Released in the year	(35,894)	(38,776)	(34,675)	(37,556)
At 31 March	2,720,400	2,756,294	2,607,773	2,642,448

The deferred capital grant estimated release is phased as follows:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
For release in less than one year	35,891	38,341	34,674	37,124
For release in more than one year	2,684,509	2,717,953	2,573,099	2,605,324
	2,720,400	2,756,294	2,607,773	2,642,448

26. Company status

The company is limited by guarantee and as such does not have share capital. Under the terms of the statutory guarantee, the Board are deemed to be statutory Members and as such have given an undertaking to contribute up to £1 each if called upon to do so. There are 9 such members at 31 March 2024 (9 at 31 March 2023).

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

27. Restricted Reserves

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2024			
Endowment Fund	34,329	-	34,329
Other Restricted	1,836,091	37,848	1,873,939
Total	1,870,420	37,848	1,908,268

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2023			
Endowment Fund	34,329	-	34,329
Other Restricted	1,782,947	53,144	1,836,091
Total	1,817,276	53,144	1,870,420

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2024			
Other Restricted	762,166	25,280	787,446
Total	762,166	25,280	787,446

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2023			
Other Restricted	742,609	19,557	762,166
Total	742,609	19,557	762,166

Broadening Choices for Older People

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2024

28. Restricted Reserves (continued)

Other restricted reserves - 2024 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	718,589	26,517	(1,237)	743,869
Belsize	32,902	-	-	32,902
Mrs Jolly's	1,867	-	-	1,867
Charity	762,166	26,517	(1,237)	787,446
Pargeter and Wand Trust	310,216	2,432	(5,134)	307,514
Emma Ball and Rolason Almshouses	763,709	30,297	(15,027)	778,979
Group	1,836,091	59,246	(21,398)	1,873,939

Restricted reserves comprise:

- Robert Harvey House Sensory Street - Income and expenditure restricted to the development of Sensory Street experience.
- Anita Stone Court - Income and expenditure restricted to the development of the Anita Stone development.
- Rhodes, Belsize and Mrs Jolly's Trusts. The use of funds for these charities is as follows:
 - o The Rhodes Trust is constituted as a special trust with funds to support the provision of homes for older people in necessitous circumstances.
 - o The Belsize Charitable Trust is a part of a fund to support charities to provide small grants of up to £250 to older people aged 60 or over, towards the purchase of household appliances.
 - o Mrs Jolly's Gentlefolks Charity is restricted to the allocation of small grants to assist people who are unable to maintain themselves by reason of age or ill-health.
- Pargeter and Wand Trust - a grant giving registered Charity which pays annuities to women of the age of 55 or over, who have never married and who are living in condition of need, hardship or distress.
- Emma Ball and Rolason Almshouses - an almshouse charity providing six almshouse residences, and a restricted fund to update and maintain the scheme, and support individual almspeople.

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

28. Restricted Reserves (continued)

Other restricted reserves - 2023 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing reserves £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	699,032	20,794	(1,237)	718,589
Belsize	32,902	-	-	32,902
Mrs Jolly's	1,867	-	-	1,867
Charity	742,609	20,794	(1,237)	762,166
Pargeter and Wand Trust	306,338	9,236	(5,358)	310,216
Emma Ball and Rolason Almshouses	734,000	40,998	(11,289)	763,709
Group	1,782,947	71,028	(17,884)	1,836,091

The transfer from unrestricted reserves to Emma Ball and Rolason Almshouses restricted reserves reflected above arose from a reconciliation of amounts shown in the subsidiary financial statements.

28. Pension commitments

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust.

Defined Contribution Scheme

The assets of this scheme are held separately from those of the Group and are administered separately from the assets of the Defined Benefit Schemes.

The pension charge represents contributions payable by the Group to the funds during the year and amounted to £119,000 (2023 - £123,000).

Defined Benefit Schemes

The Charity participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £700m (55% reduced since September 2020). A Recovery Plan continues with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man-standing arrangement'. Therefore the Charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2023. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2024 to 29 February 2025 inclusive.

The liabilities are compared, at the relevant accounting date, with the Charity's fair share of the Scheme's total assets to calculate the Charity's net deficit or surplus.

The assets of both Defined Benefit Schemes are held separately from those of the Group and are administered separately from each other and the assets of the Defined Contribution Scheme.

Pension contributions totalling £Nil were due to the fund as at 31 March 2024 (2023 - £Nil).

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

28. Pension commitments (continued)

Reconciliation of present value of plan liabilities:

	2024	2023
	£000	£000
At the beginning of the year	3,140	4,305
Current service cost	5	18
Administrative expenses	5	5
Interest cost	151	118
Member contributions	6	8
Benefits paid	(147)	(155)
Actuarial (gains)/losses due to scheme experience	76	(89)
Actuarial gains due to changes in demographic assumptions	(44)	(9)
Actuarial gains due to changes in financial assumptions	16	(1,061)
At the end of the year	3,208	3,140

Reconciliation of present value of plan assets:

	2024	2023
	£000	£000
At the beginning of the year	2,565	3,693
Interest income	126	103
Experience loss on plan assets (excluding amounts included in interest income)	(80)	(1,246)
Employer contributions	146	162
Member contributions	6	8
Benefits paid	(147)	(155)
At the end of the year	2,616	2,565

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

28. Pension commitments (continued)

Composition of plan assets:

	2024	2023
	£000	£000
Global Equity	261	48
Absolute Return	102	28
Distressed Opportunities	92	78
Credit Relative Value	86	97
Alternative Risk Premia	83	5
Emerging Markets Debt	34	14
Risk Sharing	153	189
Insurance-Linked Securities	14	65
Property	105	110
Infrastructure	264	293
Private Equity	2	-
Private Debt	103	114
Opportunistic Illiquid Credit	102	110
High Yield	-	9
Cash	52	18
Long Lease Property	17	77
Secured Income	78	118
Liability Driven Investment	1,065	1,180
Currency Hedging	(1)	5
Net Current Assets	4	7
Total plan assets	2,616	2,565

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

28. Pension commitments (continued)

	2024	2023
	£000	£000
Defined benefit pension scheme liability		
Fair value of plan assets	2,616	2,565
Present value of plan liabilities	(3,208)	(3,140)
Net pension scheme liability	(592)	(575)

The amounts recognised in the Consolidated Statement of Comprehensive Income (SOCl) were as follows:

	2024	2023
	£000	£000
Current service cost	5	18
Net interest expense	25	15
Administrative expenses	5	5
Defined benefit costs recognised in SOCI	35	38

The amounts recognised in Other Comprehensive Income (OCI) were as follows:

	2024	2023
	£000	£000
Experience loss on plan assets (excluding amounts included in interest income)	(80)	(1,246)
Actuarial gains/(losses) due to scheme experience	(76)	89
Actuarial gains due to changes in demographic assumptions	44	9
Actuarial gains due to changes in financial assumptions	(16)	1,061
(Losses)/gains recognised in OCI	(128)	(87)

Broadening Choices for Older People
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

28. Pension commitments (continued)

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	2024	2023
	%	%
Discount rate	4.87	4.89
Future salary increases	3.76	3.72
Inflation (RPI)	3.19	3.20
Inflation (CPI)	2.76	2.72
Mortality rates		
- for a male aged 65 now	20.5 years	21.0 years
- at 65 for a male aged 45 now	21.8 years	22.2 years
- for a female aged 65 now	23.0 years	23.4 years
- at 65 for a female member aged 45 now	24.4 years	24.9 years

29. Commitments under operating leases

At 31 March 2024 the Group and the Charity had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£	£	£	£
Not later than 1 year	70,438	76,474	70,438	76,474
Later than 1 year and not later than 5 years	54,945	49,500	54,945	49,500
	125,383	125,974	125,383	125,974

Broadening Choices for Older People

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2024

30. Capital funding and commitments

At 31 March 2024 the Group and Charity had capital commitments of £202,870 (2023 - £139,000).

At 31 March 2024 the board has authorised capital expenditure of £780,766 (2023 - £404,760) for the Group and Charity which has not yet been contracted for and so is not provided for in these financial statements.

31. Related party transactions

The Charity had one (2023 - one) Board members who acted as Trustees to the charity Wiggin Cottage Homes for which the Charity acts as the managing agent. The management fee charged in the year was £6,086 (2023 - £6,119). At the year end £209,081 (2023 - £173,963) was owed to Wiggin Cottage Homes. During the year, interest of £1,652 (2023 - £5,171) was paid on this loan.

The Charity pools surplus funds with its subsidiaries to easily manage the Group's investment portfolio. Interest is charged on the loans at the Group's deposit rate. At the year end the Charity has balances due to subsidiaries of £919,168 (2023 - £902,858).

Accounts

Registered number: 03685650

Broadening Choices for Older People

Trustees' Report and Financial Statements

For the Year Ended 31 March 2023



Broadening Choices for Older People
(A Company Limited by Guarantee)

Charity Information

Trustees	D Sizer (Chair of Board) H Gore (Chief Executive) (appointed 27 June 2022) J Bennett N Bradbury T Pattni E Davies (appointed 23 November 2022) J Lindon-Lewis (appointed 23 November 2022) P Mandleberg (appointed 24 May 2023) G Hall (appointed 6 September 2023)
Registered number	03685650
Registered office	7-8 Imperial Court 12 Sovereign Road Kings Norton Birmingham B30 3FH
Independent auditors	Dains Audit Limited 15 Colmore Row Birmingham B3 2BH
Bankers and Investment managers	Barclays Bank plc 6th Floor 1 Snowhill Birmingham B4 6GH Royal Bank of Scotland plc 57 Calthorpe Road Edgbaston Birmingham B15 1TT Quilter Cheviot Limited Senator House 85 Queen Victoria Street London EC4V 4AB
Website	www.bcop.org.uk
Charity number	1074954
Regulator of social housing registration number	L4218

Broadening Choices for Older People
(A Company Limited by Guarantee)

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**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report
For the Year Ended 31 March 2023**

Company status and principal activity

Broadening Choices for Older People (BCOP) is a company limited by guarantee, a Registered Provider of Social Housing and a registered charity. BCOP was founded in 1946 to meet the needs of older people in the immediate post-war period.

The charity is administered in accordance with the Memorandum and Articles of Association dated 16th March 2022. The main objects of the charitable company are to provide and manage accommodation, care and support services for older people in necessitous circumstances, and to make donations in line with our charitable objects. We operate nursing homes and we also own and manage accommodation for older people, including supported/sheltered housing and properties for independent living.

BCOP is a corporate trustee of The Rhodes Almshouses which is a grant-giving, linked registered charity (1074954). As it is a special trust, the results and assets and liabilities of The Rhodes Almshouses are incorporated within BCOP's own accounts.

The Group comprises two other smaller charities and BCOP Services Limited - a company incorporated in England and Wales which has been dormant since incorporation.

The charities are:

- 1) Emma Ball and Rolason Almshouses registered charity (246857), an almshouse charity providing six almshouse residences; and
- 2) The Pargeter and Wand Trust, a grant-giving registered charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

Purpose

BCOP provides housing and nursing homes for older people, including those living with dementia or requiring End of Life care, to ensure that individuals have choices in later life. Our range of services engage with those aged over 60 (or 55 at specific housing schemes, or individuals with a form of disability). We provide a home to 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 focussed on strengths, abilities, and aspirations rather than ailments disabilities, so that it is tailored to meet the needs of individuals, enabling them to make positive choices on an everyday basis. 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.

The Board has taken into account the Charity Commission's guidance on public benefit when reviewing BCOP's aims, objectives and activities.

Legal and policy context

BCOP is governed by the Regulator of Social Housing's regulation and standards, Charity Commission rules, the Companies Act, the Care Quality Commission, and the regulatory frameworks for service commissioners.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Our vision, mission, values and strategic objectives

Our Vision and Mission:

Making a difference every day through everything we do to enrich older people's lives, by treating each person as the amazing individual they are, always helping them to feel cared for and respected.

Our core 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 – be they residents, their families or our staff.
- **Working together to provide the best possible support:** As a team, we listen to and respect everyone. We work together with residents and their families as well as external supporting organisations.
- **Adapting to our residents' needs:** To deliver person-centred care, we must be flexible and open-minded about our current approach to delivering care – this could mean learning new skills, developing new approaches, or adapting existing practices to enhance the care of a particular resident.
- **Little things matter:** We're all different and our individuality makes our community special. We recognise and act on the little things, as these often make all the difference.

Our Strategic Priorities:

During 2022-2023, the Board continued to focus on its five year strategy. The strategic objectives are framed around Strong Social Purpose, Strong Social Business and Strong Performance in order to future-proof the organisation.

During the year we have identified changes in demand v's supply, as well as rising costs and an increase in needs/complexities in people using our services. New legislation has also added demands to the fabric of some of our buildings and we have had to respond to this.

Above all, we have to ensure our buildings and the way we run our services are as safe as they can reasonably be.

BCOP's core business is in providing care: this accounts for around 83% of our turnover and is our key strength in an increasingly challenging and competitive marketplace.

BCOP's principal activities and objectives to help improve later life include:

- Operating comfortable and friendly nursing homes and providing good quality care to residents. Our three nursing homes offer a wide spectrum of care including high dependency nursing, dementia care and end-of-life care provision. We also 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.
- Balancing social needs by combining funding from the public sector with contributions from individuals.
- Working in partnership with like-minded organisations to have a wider impact in the community.
- Responding to individual conditions, needs and frailty as opposed to chronological age, but ultimately seeing the person first, their abilities and desires, and not their condition, as the guiding principle in offering person-centred care.

Our ambitions are to:

- Help address the issues that older people face, namely health and care concerns, loneliness and financial insecurity by examining our service offerings and improving our ways of working in a financially sustainable way.
- Improve our dementia care offer, given the increasing incidence of dementia within the ageing population and as a consequence, increase our profile and market presence in the sector.
- Develop our End of Life care offer, gaining recognised status as an excellent provider, given the prevalence of need for this short term but important service.
- Maintain the pioneering spirit with which BCOP was first established in 1946.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Objectives and activities

During 2022-2023 the Board carried forward a Covid-19 Response and Recovery Plan, devised at the start of the pandemic, and updated regularly to monitor performance. The Plan was integrated into the organisational Operations Plan.

During the year, though the instances and outbreaks of Covid continued, the severity and frequency decreased and at the end of the financial year the UK Government withdrew requirements for testing whole homes, or anyone entering homes.

Covid became – towards the end of the year – like any other infection and no longer requires a separate strategy or approach, subject of course to any changing government guidelines.

Also announced was the withdrawal of free PPE, and Covid support grants that previously had helped cover staffing costs associated with Covid related absences and the demands of testing visitors. As well as having reduced financial support for these additional costs, we also lost income due to numbers of referrals remaining low.

Providing a home

In 2022-2023, BCOP provided a home to people across our schemes:

	No of units	No of people during year
Nursing homes	130	217
Housing	150	139
Total *	280	356

* Included in this, the group supports 2 shared ownership units and manages 10 independent housing units on behalf of others.

Registered Care

BCOP provides three nursing homes for those requiring nursing care, often with complex needs or dementia. Robert Harvey House in Handsworth Wood has 46 rooms but holds registration for up to 52 residents. Some of its rooms allow for double occupancy, which means we can extend our service to couples who wish to stay together. Anita Stone Court, based in Moseley, provides 33 beds and Neville Williams House in Selly Park is registered for 50 beds.

Quality

The 3 key principles that underpin auditing in the nursing homes are:

- A focus on residents with clear records for each person
- Clear policies and procedures that refer to national standards and best practice
- Continuous improvement

Following the Local Authority Audit in the last quarter, CQC completed a focused inspection virtually, based on the information provided by the Quality Team. We had positive feedback from both inspections with a silver score for all our Nursing Homes. Both Neville Williams House and Robert Harvey House have had more recent inspections and we are expecting at least silver ratings again. Anita Stone Court is due an inspection – these are usually at short notice and we don't yet have a date.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Objectives and activities (continued)

Quality (continued)

Systems and processes are in place for quality assurance. We follow good practice in reporting and gathering of information and continue to work with the new commissioning arrangements to expand provision and provide beds for palliative care. Staff also rose to the challenge by undertaking additional training in providing end-of-life care working with the local hospice. This year we aim to undertake further training and gain accreditation for Palliative care.

The teams have reviewed their Home Development Plans to ensure they consistently reflect on how we deliver our services to get the best outcomes for our residents. We have recently changed our reporting methods to provide seamless reporting and planning for continuous improvement. These new Service Improvement Plans (SIP's) – are in a transition phase but will be embedded through 2023.

Regular management support meetings take place to share and disseminate information, ensuring governance is being adhered to. In the autumn of 2023 we will focus on refining the SIPs to ensure they cover the following areas:

- Are the service's internal audit plans and schedules being met?
- Do the service audit plans focus on residents' involvement/co-production and satisfaction?
- Is the service meeting service user requirements and are the fundamental standards being met and outcomes evidenced?
- Where there are problems, are we identifying and addressing the root cause?
- Are audit reports of a good standard?
- Do we give sufficient compliments for good practice?
- Are we identifying opportunities for improvement?

Training and development of teams has progressed well this year. We secured a provider for RQF qualifications, with staff at each home enrolled. Other staff are progressing through apprenticeships or care certificates, according to their abilities and ambitions. 11 sessions of Safeguarding training were delivered during 2022-23, with a further 8 already scheduled in 2023-24. We also trained staff in each home to become trainers in Moving and Handling, ensuring our teams are always able to access appropriate training and guidance in the safe handling of residents. Safeguarding and basic care training (care certificate and RQFs/apprenticeships) remain our focus to ensure we have an appropriate mix of skills to provide quality care. We have not yet begun training for the Gold Standards Framework as we have focussed on the fundamentals first – though GSF accreditation is still our aim.

The Care Quality Commission have implemented their inspection regime via the Direct Monitoring Approach - care home inspections are conducted remotely by teams and information checking – with any concerns triggering a fuller, more detailed inspection. Our homes have not had any triggered, detailed inspections, and have maintained their Good rating with the support of the Director of Operations who has maintained quality assurance processes in the homes, especially when we have been without General Managers during periods of absence or recruitment.

CQC inspection reports can be accessed through our website or directly from the regulator's website.

The reduced capital expenditure in the two years 2020-22 inevitably resulted in an increase in spending on capital items in 2022-23 we addressed issues which had been postponed. Many items had become a significant problem (no voids suitable for letting) and the Property Services Manager identified urgent compliance work which had previously not been recognised. We spent £225,143 in 2022-23 on repairs and cyclical works/property upgrades to ensure we remained compliant and safe, and had properties suitable for let.

To continue to hold off void works would never give us stock from which to gain an income. Our nursing homes and housing units must continue to offer standards which are comparable to – or exceed – other local provision. We will be refocussing attention on schemes which struggle to break even, to see if such Investment will be viable in the long term.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Objectives and activities (continued)

Funding

The group continues to maintain a mixed portfolio between local authority, NHS, and private funding. Overall income dropped by 0.1% from previous years. Nursing homes' income (excluding government grants) assumed a marginal increased proportion of our turnover, from 78% (2021-22) to 81%; whereas social housing and other income accounted for 17% of the total. In relation to the nursing homes, 57% of the turnover related to nursing home fees paid for in part or whole by individuals and/or their families. Just under 9% of our income came from Birmingham Social Services who socially fund nursing home residents. Around 16% of our income during the year was based on Continuing Healthcare (CHC) funding. CHC provides residents who have long-term complex health needs or who may be nearing the end of their lives with free social care which is assessed and funded solely by the NHS through the local Clinical Commissioning Group (CCG). We also retain contracts with Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Social Services and others, comprising 6%. Funded Nursing Care (FNC) is paid by the NHS as a flat rate contribution directly to the nursing homes towards the cost of registered nursing care. It accounts for just under 12% of our income.

Our average nursing home occupancy continued to be impacted by Covid-19, dropping to 82% compared to our Budget target of 85%. The position at the end of the year is around 15% below our organisational target of 96-97% in a normal year.

Staffing

Staffing represents our most significant cost (72%) as a proportion of total expenditure; nursing home employees account for just over 88% of BCOP's total workforce based on the average monthly number of staff. Our payroll costs increased by 3% in 2022-23 financial year following a general uplift across all pay grades and increased use of agency staff and general workforce pressures in the year and the National Minimum Wage (NMW). We have continued to implement NMW requirements with targeted increases for hard to fill posts together with a 2 % pay increase across the organisation to maintain pay differentials and to keep pace with other providers in the social care sector. As stated, we aim to increase to the Real Living Wage in 2023-24.

Housing

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 supporting, safeguarding or sign-posting those who are the most frail or vulnerable to appropriate services.

Overall, our average housing occupancy in 2022-23 continued to hover just below 82%. Due to previous years lack of spending on maintenance and void works (during Covid, BCOP limited works to essential only) there is a backlog of work needed to make our voids appear attractive and desirable. In 2022-23 we invested in Whitley Court, to refresh communal areas and prepare some voids to a good standard from letting, in readiness for its 30th anniversary in 2023-24.

We continue to prepare voids in other schemes to a good standard, so we are able to compete with other providers.

Unfortunately, the fixed tariff deal with our energy company for gas ended in August 2022 and due to the huge increases in fuel because of the war in Ukraine, the best deal that could be negotiated was an increase of 600%. It was agreed, that due to the Cost of Living increases that our tenants were already facing, BCOP would only recharge tenants a 300% increase on the gas supply to the communal areas and their own properties and we would absorb the remainder. We are currently re-negotiating our rates to reduce this burden.

The Tenant Satisfaction Survey is being outsourced this year to Acuity, who will ensure that the questions asked meet the standards of the new Tenant Satisfaction Measure.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Objectives and activities (continued)

Support Services

During the year, BCOP has continued to ensure that the Support Office has the right capacity and skills mix of senior operational and support staff. The year saw further changes at the Support Office with long serving staff moving onto new opportunities and new talent joining the organisation. Our Finance team have been bolstered with a highly experienced manager, and our HR advisor is a huge benefit to BCOP.

We also have secured a marketing and fundraising manager, who will focus on targeted marketing to help with the occupancy drive as well as fundraising to fill funding shortfalls. The Property Services Manager appointed during 2022-23 has focussed on assessing our assets so we know lifespans of our installations, enabling us to better budget and plan. Compliance with all Health and Safety requirements have also been top of his agenda, ensuring our residents and staff have safe places to live and work.

Progress in achieving performance objectives in 2022-2023

Quarterly reporting to Board provides an account of current performance against plan. The KPIs include EBITDA (earnings before interest, taxes, depreciation, and amortization), occupancy rates, average weekly charge, staff costs per turnover and agency as a percentage of staff costs.

The measures and actions taken for the achievement of KPIs consist of:

- The Senior Management Team comprising the Chief Executive, the Director of Operations and the Head of Finance meeting regularly to maintain a tight control over operational and administrative expenditure, whilst recognising the need to ensure a high level of provision for service users.
- Delegated budgets with clear lines of responsibility and accountability being combined with bespoke IT and financial tools and systems to assist managers in decision-making and resource allocation.
- Maintaining and improving levels of income to ensure operations are run effectively and efficiently – including monthly reports on actual fee levels at each home, to enable managers to seek additional funds for those not paying full amounts.
- Controlling and monitoring operational expenditure making provisions to ensure efficient cash-flow and that contingencies are met.
- Maintaining assets in good and marketable condition.
- Targeted marketing and communications activity to support our business objectives.
- Regular checking and benchmarking of contractors and suppliers in line with our procurement policy.

Progress in achieving performance objectives in 2022-2023 (continued)

Specifically, we have been able to make progress in the following areas:

Our priorities for 2022-2023:	Key objectives	Key achievements:
STRATEGIC PURPOSE		
Ensure viability of good quality services	Minimise incidence and impact of Covid-19 upon services	- The incidence and severity of Covid-19 has reduced dramatically through effective infection controls and take up of vaccinations. - We no longer a need to regularly test, and Covid is now a regular part of infection control processes.
	Ensure Good ratings from CQC and key stakeholders	Care Quality Commission have continued with their suspension of routine care home on-site inspections, instead replacing with their Direct Monitoring Approach – virtually checking in and using external intelligence. All three homes have thus far continued to maintain their Good rating. We expect in-person inspections to resume and be conducted imminently.
	Implement improvements and best practice knowledge across all services	CCG/NHS and BCC/Local Authority inspections at all homes have resulted in a silver award. These are currently under review and we are hoping for Gold in some locations. Having frequent turnover of manager at ASC may result in a downgrade – though a bronze is still sufficient to retain local authority contracts.
	Record and resolve complaints in a timely way	We no longer consider the reduction of complaints to be a valid measure as we should encourage honest feedback whether positive or negative to enable us to constantly review our service and systems. We now believe the appropriate KPI to be the number of complaints (as a %) to be resolved at the first stage. We plan to review the way we record and track complaints to make the collation more straightforward.
	Improve occupancy rates at schemes	- Occupancy has recently improved at ASC and NWH, though we now must focus on maintaining these levels. RHH had its block booking of beds cancelled as is the new CCG policy. This led to a 17% increase in voids at RHH which they are focussing on reducing. - Our new Marketing manager is increasing our online presence to aid enquiries/referrals into homes. An autumn radio campaign will begin and focus on RHH.

Progress in achieving performance objectives in 2022-2023 (continued)

STRONG SOCIAL BUSINESS		
Ensure business resilience	Financial surplus and performance	The annual accounts show a loss of £573.8k. This is largely due to poor occupancy levels and high agency spends.
	Regulatory H&S compliance	Repairs activity was largely to ensure H&S compliance, and 'let-ability' of voids. We aim to have two units (one ground, one upper floor where applicable) ready for let in all schemes, to 'showcase' our properties.
	Business development and responsiveness to changing market	We have reviewed different referring agencies who charge a subscription. We have not found these to deliver outputs and so will not be using. Focus on building relationships with hospitals, GPs and Adult Social Care partners.
	Contract reviews as part of Value for Money review	- Reviewed suppliers for cleaning products and beds/mattresses- found our existing broker could continue to deliver best value and secured us discounts. - Fuel/utilities reviewed with care consortium – but existing contract would require full term penalty. Instead we are renegotiating lower unit price in turn for a longer contract period.
	Review IT estate/ systems for business fit	Commenced implementation of Board approved three year IT & Digital Strategy – have begun transition to new IT support provider who will then take over hosting our servers. This will result in a higher monthly fee (as current support provider does not host) but gives total confidence of data security and access to information, along with removing the need to spend up to £100k replacing our failing servers.

Progress in achieving performance objectives in 2022-2023 (continued)

STRONG PERFORMANCE		
Improve our ways of working to ensure that we are better able to meet future demands: People at the heart of our service	Improve recruitment and retention with people who share our values Value, develop and recognise staff Roll out of organisational training matrix according to role and grade to enhance staff development and capability Strengthen absence management and performance controls Recruit new Board members	- Staff recruitment and retention remain critical to the consistency of service that we offer. In the latter half of 2022-23, turnover across BCOP was down to 16%. - We have focussed on more structured supervision process which will support staff in achieving their ambitions as well as providing evidence of the quality of their performance and fitness to practice. - Ensuring our training matrices are consistent across services is an ongoing project, combining our different learning platforms. - We have concluded some long term sickness cases and are reviewing our process to ensure that it is clear and transparent, with consistency regarding triggers for occupational sick pay, and potential action for long term or frequent absences. - Launched trustee recruitment campaign to attract new Board Members – we secured three new trustees in 22-23 and are currently in the process of on boarding two more.

Financial results

The consolidated income and expenditure account has recorded an overall operating deficit on ordinary activities for the year of £210,362 (2022: surplus of £143,398). This encompassed:

- Nursing Home deficit of £411,802 (2022: £133,241)
- Social Housing lettings surplus of £188,588 (2022: £301,690)
- Donations and Legacies surplus of £15,422 (2022: £26,912)
- Other activities deficit of £2,570 (2022: £51,963)

The reduction in financial performance between 2023 and 2022 is mainly a result of reduced occupancy and increased staffing costs and operating costs in the nursing homes compared to the previous year. We received government grants of £71,377 (2022 - £355,585). The grants continued to provide a means to offset the significant additional costs incurred due to the pandemic but were significantly reduced in 2022-23.

During the year, the total amount of capital spend was £107,431 given that non-urgent works in both housing and nursing homes were deferred for this year. The review of the Stock Condition Survey in 2022-23 together with an assessment by the new property manager has led to a more detailed programme of works which will be implemented in the incoming year.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Reserves

In 2022-23, overall total reserves were reduced by £660,827 to £16,590,925 of which restricted reserves were £1,836,091

The financial results have been impacted by an increasingly challenging environment from commissioners as they continue to fund clients at below cost rates. Our nursing homes are heavily reliant on income from individual residents and their families, as private payers. Many of our operating costs have increased in 2022-23 with unprecedented inflation rates for utilities, food, staffing and cleaning costs. We have made some savings in some areas but these are insignificant alongside the salary, agency and utility bills. Budgeting for 2023-24 was, we believe, far more robust than in recent years as we had greater knowledge of both the reduction in grants and the increase in costs which had come as a surprise in 2022-23.

Risks and uncertainties

The Board recognises its responsibility in relation to the risks associated with the charity and its subsidiaries. Services for older people continue to face a period of uncertainty, especially in relation to Adult Social Care, where aside from the pandemic, there are further delays to proposed policy reforms, significant funding gaps and increasing regulatory requirements.

Risks are identified and continuously monitored by the Executive Team at both strategic and operational level and updated in a Strategic Risk Register which is reviewed by the Board on a quarterly basis, having been considered and scrutinised by the Audit Committee in advance of the Board meetings. These Strategic Risks will now be reported on in the SIPs.

The Board considers whether the risk framework is appropriate and effective, ensuring that all risks are identified, and that appropriate action is being taken. Individual risks are assigned a risk score based on an assessment of the likelihood and impact of the identified risk. Consideration is also given to consequences if the risk were to occur, as well as reviewing existing controls and potential mitigating actions to minimise the risk. Additional steps, controls or measures which are being put in place are referenced under Actions for the incoming period. In this way, the Board receives assurance that the risks are being effectively identified, monitored, appraised and resolved by the Executive and operational teams.

Operational plans and the quality assurance framework have been aligned to the risk framework so that management staff can monitor key organisational risks on an ongoing basis, towards continuous improvement. Now with the change to the SIP, everything is in a single document for each service, ensuring the managers can see how their service performance affects the overall business.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2023

Risks and uncertainties (continued)

The principal risks to delivering objectives in 2022-2023 included:

Principal risks	Risk appetite	Key controls/ actions
Quality of care is impacted negatively. Serious service disruption e.g. pandemic	The charity is committed to providing good quality care and support, minimising the potential for service failures or discontinuity such as safeguarding, serious incidents or other regulatory or legislative breach.	• Scrutiny and reporting from the Operations Committee. • Audits and line of sight reporting • Staff training in key areas e.g. infection control, safeguarding, general care • Electronic care records, and notifications to CQC. • Effective communications with regulators, commissioners, and families. • Complaints management. • Business Continuity Plans. • Whistleblowing policy.
Failure of financial sustainability e.g. -price -liquidity -credit -cash flow	We operate in a highly regulated and financially challenged sector. We need to ensure sufficient surplus to enable effective financial and operational management. Key financial concerns are: • the fee income not rising at a rate sufficient to meet the rising costs and standards of social care • increasing uncertainties in the commissioning environment with reduced local authority and health budgets • exhausting funds for those who pay privately	• Scrutiny and reporting by the Audit Committee. • Fees are agreed in advance with commissioners or self-funders with fixed payment cycles. • Payment of suppliers managed with our payment terms. • Improved forecasting to ensure an appropriate cashflow, liquidity and ability to meet borrowing commitments. • Close monitoring and reporting on bank covenants against existing loans. • Use of forecasting, scenario- and stress-testing to understand relations between occupancy, fees and staffing as the key business drivers. Budgetary process and controls, monthly management reporting including dashboards and variation monitoring. • Robust and realistic budgeting, with fees set with an aim for full cost recovery.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2023

Risks and uncertainties (continued)

Principal risks	Risk appetite	Key controls/ actions
Compliance with regulatory and statutory requirements	The charity operates in a highly regulated sector. Failure to meet these requirements would result in risk of harm to service users and employees which is not acceptable. The Board has no appetite for services to operate outside regulatory requirements.	• External assurance ratings, audits and reports through Care Quality Commission and allied bodies. • Policies and procedures which reinforce a culture of compliance. • A Quality Assurance framework which monitors compliance and progress against any Development and Action plans, including Line of Sight and exceptional reporting. These reports in 2023-24 all combined in a single document (SIP) • Appropriate level of resource made available for staff training. • Training matrix that is role-and-grade specific. • Safeguarding policy and training. • Use of external compliance expertise/ auditors in HR and Health & Safety, including Fire Risk compliance.
Failure to attract and retain workforce that embodies our culture & ethos	The Board recognises that staff form the heart of the organisation; with the majority of colleagues involved in frontline services. Colleagues are recruited in relation to their fit with the organisational values. Along with other care providers, we recognise the challenges around recruitment and retention of nursing and care teams given the more competitive salaries and employee benefits of the NHS, changing public perceptions of care homes, and the reputation of the social care sector.	• Implementation of Real Living Wage for 2023-24 • Implementation of new supervision framework, to support development and ambition as well as evidence fitness to practise. • Biannual HR reporting on staff metrics. • Clear job descriptions and contracts. • Staff wellbeing surveys and 'check-ins' by senior staff. • Contingent, rapid response planning in place to minimise disruption should critical staff members leave the organisation. • Investment in systems and processes to support operational efficiency e.g. e-care planning. • Monitor sickness absence.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Risks and uncertainties (continued)

Principal risks	Risk appetite	Key controls/ actions
Strategic Risks related to underperforming services	The Board is mindful of the balance between providing sufficient 'turn around' time for services against the financial sustainability of the whole organisation. Whilst we have always been keen to secure a permanent manager whenever there is a vacancy, we will not compromise on quality and underperformance or non-compliance with policy/legislative requirements will not be accepted.	• Strategic Risk Register as a standing item on Board and Audit Committee meetings. (now in SIP) • Additional controls in place for planning and monitoring agency use. • Closer coordination between the Support Office and the administrative function in the nursing homes. • Regular/frequent support from DoO for new managers in post • New managers given peer support to help learn BCOP systems and processes
Operational risks	As a front line care service, our reputation is closely aligned to how we manage, develop and respond to issues that may arise within our services. The organisation adopts a transparent approach to dealing with such matters in order to meet our duty of candour.	• Comprehensive set of policies and procedures that are supported through staff induction and cascaded through staff updates. • Review of systems and processes to ensure a satisfactory level of operational efficiency. • Reporting to the Board with clear escalation policy from frontline services to management, senior management, CEO and Board around issues of whistleblowing, serious incidents, fraud or other concerns. • Business continuity measures in relation to IT critical failure or other forms of business interruption.

The risks listed above represent key risks for any provider in the increasingly competitive social care sector. We seek to limit instances by deploying the necessary resources and controls in our day-to-day operations, including service improvement plans. We have focused on developing stronger relationships with commissioners in order to anticipate changes in a more proactive manner.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Governance and reporting structures

The charity reviews its governance arrangements and changes its governance procedures to meet best practice principles in the charitable sector.

Following two resignations and two appointments during 2022-23, the Board comprised nine trustees including the Chair at financial year end. Our Articles of Association state that we must have a minimum of five trustees. The Board meets at least four times a year to monitor performance against strategy. Senior Executives also attend the relevant Board and Committee meetings. The Board has the expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity and provide leadership and strategic direction whilst fostering a culture of constructive challenge and debate with the Executive who manage the charity on a day-to-day basis.

A new process of Board appraisal to be run on a biennial basis was introduced in 2018-19. This will be reinstated in 2023-24 as we have a number of new trustees.

A trustee skills matrix is maintained by the Chair and reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity. Board members are recruited by advertising through various websites and associated channels. Applicants are shortlisted by the Chair and Chief Executive, leading to formal interviews at one of our services and, if mutually agreeable, to an invitation for the applicant to observe a Board meeting, to meet with trustees and to visit more of our schemes, prior to a final appointment being recommended to, and if agreed, approved by Board. A description of the requirements of the role is provided to all trustees. Trustees serve a three year term before facing retirement or re-election up to a maximum of 9 years in office.

Following appointment, each new trustee receives a programme of induction which includes key documents as part of the Trustees' Handbook; support from a Board 'buddy' drawn from among existing Members; service site visits with the Director of Operations and dedicated sessions with other members of the Executive Team dependent on the Trustees role. The Chief Executive provides a half day induction to BCOP to inform of current operating position and challenges as well as our position with the organisational strategy.

Training is carried out both with external agencies and via in-house training when identified as being needed, and drawn up on the outcomes of the Board appraisal process. The findings feed into the training/ development programme for new and existing members.

The Trustees are not remunerated but may receive reasonable out-of-pocket expenses for attending Board meetings in accordance with the expenses policy.

Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation to two Committees. Work continues to ensure compliance with the NHF Code of Governance, as well as meeting the requirements of the Social Housing (Regulation) Bill and aiming to have all areas compliant in 2023-24.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Scheme of Delegations

Committees

Each Committee has written terms of reference which are reviewed and approved by the Board on a biennial basis; Audit Committee Terms of Reference were reviewed and approved in February 2023. Operations Committee Terms of Reference have been reviewed in July 2023 to reflect changes to the reporting structure. The work of the Committees provides trustees with more detailed understanding and assurance on specific areas of delegated risk, compliance and development.

Responsibilities

Audit Committee: Oversees finance, risk and audit with authority to appoint external auditors.

Operations Committee: Oversees and reports on quality assurance of services, including clinical governance of the nursing homes, monitoring the operations plan and assessing performance against KPIs.

Compliance with Code of Governance

The charity has adopted the National Housing Federation's Code of Governance (2020). As a small Registered Provider (less than 1000 units), we seek to adhere to the spirit of the Code, whilst prioritising our business needs.

Trustees recognise that there should be a balanced, diverse, and effective Board which leads and controls the organisation, complies with its legal requirements and reflects the increasingly diverse service user community whom we serve.

We have undertaken an assessment against the provisions of the code under its 4 principles and comply, with the following exceptions:

(i) Mission and Values

- Recognise our need to improve formal resident engagement following appropriate consultation with tenants. This is required in our Nursing Homes as well as housing services.
- clearly express and publish our vision and mission statement, with a review of our staff appraisal system to directly link individuals' objectives with our corporate values.

(ii) Strategy and Delivery

- Improve awareness and adherence of corporate trustee obligations.

(iii) Board effectiveness

- The Chair of the Board should not be a member of the committee responsible for audit. The chair has been included in the audit committee to make up numbers – current recruitment of two trustees with excellent finance and risk expertise will enable us to comply with this element.
- The Board decided to retain a 9 year term (3 x 3 years) due to challenges in recruiting, and the importance of retaining corporate memory.
- The appraisal process for Chair and Board directors will be re-introduced in 2023-24

(iv) Control and Assurance

- The CEO and Director of Operations revised the reporting and audit process in 2022-23 to ensure it is fit for purpose, as well as revising key policies and procedures which enable staff to report concerns and whistle-blow where necessary. We are committed to having a comprehensive range of tools to ensure concerns or poor practice cannot remain hidden or unreported. The SIP remains organic and whilst in its infancy we are constantly reviewing content to ensure we do not lose any fundamentals from the previous reporting system.

Remedial actions will be reviewed at Operations Committee and reported to Board, as part of the SIP 2023-24, as the Regulator expects compliance with all aspects of the code.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Internal financial control and financial reporting

The Board is ultimately responsible for the group's system of internal financial control, which is designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Board regularly reviews the effectiveness of the group's internal financial control system for the period and up to the date of the approval of the report and financial statements. No weaknesses were found to date in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements.

The main features of the internal control system are:

- written orders and financial regulations which delineate responsibilities and levels of authority
- annual budgets, set in the context of a longer term business plan with clear accountability for control of each part of the budget
- formal budgetary control arrangements with a quarterly reporting cycle
- detailed management accounts produced monthly/quarterly, and forecasts for the remainder of the financial year. These are reviewed by the Senior Executive Team and considered and approved by the Board
- Board approval of the parameters under which new investments or financing are entered into
- ongoing monitoring by the Board of the risk assessment review carried out by the management of the organisation and acknowledgement of its findings.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Meeting public benefit

In considering 'Public Benefit' the trustees recognise their responsibilities as guided by the Charities Act 2011 which defines a charitable purpose, explicitly, as one that falls within 13 descriptions of purposes and is for the public benefit. One of those 13 descriptions is 'The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage'.

BCOP's objectives are to provide good quality support and care to persons over 60 years of age, or 55 if living with a disability. BCOP provides accommodation, care and support to individuals within our nursing homes or housing services. The trustees are therefore confident that BCOP meets public benefit requirements with a clear charitable purpose.

Access to all of our care services can be achieved either through self-referral or a government-funded statutory organisation. We promote the nursing homes to ensure equity of access across the community, based on the individual's care needs assessment, required outcomes and our ability to deliver.

We publicly advertise rental tenancy vacancies in our social housing provision and operate a criteria assessment for prioritising needs. Over 71% of our housing residents are in receipt of Housing Benefit or other forms of state funding.

BCOP believes that everyone should benefit from the same standard of good quality care. Fees charged to tenants and residents are set to achieve – as much as possible – full cost recovery, without the need for any profit, therefore maintaining the financial viability of the charity. Funding for residents in our nursing homes is provided through either state assistance via Local Authority, NHS or Clinical Commissioning Groups, and/ or with self-funding or through the support of charitable organisations. We aim to ensure equity of access to our services and to provide the highest quality of care to residents. We also offer day care placements at our nursing homes to enable people to receive daily respite or care and supervision whilst still living independently.

The grants received last year from the Edgbaston Neighbourhood Network Scheme and Celebrating Communities Fund have enabled BCOP to provide a 12 month programme of organised activities at Edgcumbe Court. This has encouraged tenants and over 60's from the local community to take part in regular classes including exercise, boxercise, mindfulness and massage sessions. We have also used the funds to purchase items to further encourage social interaction, such as art supplies, jigsaws, board games and a Karaoke machine. The events have all been well attended and ensure that our tenants and local neighbours do not experience social isolation or loneliness.

An application for a similar programme of activities was successful for Whitley Court and tenants living at Newman Court and Emma Ball Homes are invited to attend the events organised, as well as older adults from the local community. The inclusion of people from local neighbourhoods provides us with a greater brand/service awareness for future referrals into our housing services.

BCOP extends its services to the wider community of older people beyond those who are resident in our schemes. We administer a number of small charitable services which contribute towards the costs of many household items e.g. white goods, carpets, to older people in need, through referrals from Age UK and similar organisations. We also administer charitable grants to fund housing costs, often this can support residents of our nursing homes to pay their accommodation related fees, or people moving elsewhere to fund an essential item for their tenancy.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Marketing, fundraising & grant applications

Our approach to fundraising is linked mainly to the work of the nursing homes. While BCOP does not have a dedicated fundraising team, we were able to secure some financial grants towards our running costs, and donations to the welfare funds operated by each home through generous donations from family members.

The main sources of donation are:

1. Trusts and Foundations
2. Occasional donations from families, friends or the general public
3. Legacy donations
4. Free-to-attend fundraising events run in the nursing homes e.g. summer fetes, garden parties
5. Volunteers/staff who fundraise on our behalf

Once again, opportunities for fundraising were severely limited during the current year but we gratefully acknowledge the following grant making bodies and trusts for donations received:

Nursing Homes

- We received £55,556 from the Adult Social Discharge Fund to help with supporting the workforce capacity including increased agency costs & general running costs, in light of the increased costs incurred as a result of supporting discharges from hospitals.
- £15,821 was received from the Market Sustainability and Fair Cost of Care Fund for our participation in the Fair Cost of Care exercise to ascertain the true cost of Adult Social Care and enable market sustainability and inform future commissioning strategies.
- Baron-Davenport allocated a grant of £12,000 to help with general running costs at Anita Stone Court.

We are not registered with the Fundraising Regulator given the currently limited nature of our fundraising activities. We are compliant with the Regulator's Code of Fundraising Practice (V1.10) and the Institute of Fundraising in respect of the fundraising areas outlined above.

We received no complaints about fundraising in 2022-2023. We ensure that our fundraising is respectful, open, honest, and accountable to those supporting us. Our approach relies upon an individual's personal preference to be involved. We do not currently maintain a scheme for regular donors, nor contact individual families or previous donors to ask for money directly. We always acknowledge and thank individuals if they have contributed to our work, but any campaigns or activities involve general promotion and are not targeted at individuals.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Group Strategic Report (continued)
For the Year Ended 31 March 2023

Value for Money statement

BCOP recognises that in achieving Value for Money (VfM), the responsibility for robust financial management by the Board and management team is essential. Our working definition for VfM is to use our resources economically, efficiently, and effectively as befits an organisation of our size and complexity, in order to provide quality services and homes for our service users.

Our strategic approach to Value for Money includes the following steps.

1. Embedding Value for Money objectives into our Strategic Objectives

One of our key strategic objectives is to be a strong Social Business, focused on achieving sustainable financial performance and doing this within a VfM framework.

RSH Metric name	2021	2022	2023	Variation between Years 2022 and 2023	Peer group median 2021-23
a. Reinvestment	£6,554 Equates to 0.1%	£19,557 Equates to 0.3%	£43,808 Equates to 0.4%	Increase in activity following the appointment of the property services manager	Absolute figures not available
b. New Supply (Social and Non Social Housing)	Nil	Nil	Nil	BCOP is not a housing developer.	
c. Gearing (Group)	7.8%	7.3%	9.2%	Marginal increase of 1.9% due to the effect of re-vegetation of loans.	29.8% from previous year
d. EBITDA (Group)	9.6%	5.4%	1.0%	Reduced pick up in Occupancy.	Not available
e. EBITDA, MRI interest cover (Group)	351%	75%	(7%)	Operating deficit due to lower occupancy. This measure is a key indicator for liquidity and investment capacity. BCOP is not a Housing developer.	369% previous year
f. Headline Social Housing Cost per Unit	£6,701	£6,632	£7,445	Increased repairs activity due to backlog during pandemic	£4,356 from previous year
g. Operating Margin % (Group)	5.9%	1.9% Housing - 23%	(4.6%) Housing - 14.9%	Operating deficit due to lower occupancy and increased costs. Housing performance declined due to voids	23% from previous year
h. Return on Capital Employed (ROCE) % (Group)	1.8%	0.7%	(0.9%)	Operating deficit due to lower occupancy and increased costs	2.9% from previous year

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Value for Money statement (continued)

BCOP believes that VfM is integral to how we work, and we encourage all staff, particularly budget holders, to consider VfM within the context of their roles, welcoming suggestions for process and service delivery improvements in order to achieve a more equitable balance between quality and cost of provision. BCOP will review our VfM and benchmarking approach and select suitable benchmarks for 2023-24 and beyond as part of a recovery plan to achieving positive financial results

Our aim is to keep our tenants as independent as possible for as long as possible, to save costs downstream in the health and social care sectors. We also undertake support assessments of applicants to ensure that they will be able to live well within one particular scheme where a high degree of mobility is required to benefit from local services. Accessibility issues at one scheme has limited prospective tenant interest.

2. Reporting on Regulatory Metrics

As a small provider with less than 1,000 units, an element of BCOP's remit is to provide affordable and safe housing for older people in its existing units. The core purpose of BCOP is predominantly as a Care provider and not a developer of Housing. In the medium-long term, the organisation intends to rationalise its housing stock as and when the opportunity arises, to ensure the stock retained is in sufficient demand and appropriate condition to remain viable.

In line with the principles of the metrics introduced by the Regulator of Social Housing, providers are expected to report their performance against seven key metrics in the annual accounts. The Regulator acknowledges that reporting on a particular metric may be inappropriate given the nature of the organisation, but it provides us with an opportunity to compare ourselves to the wider housing for older people sector.

The key metrics are as follows:

Performance is benchmarked where data is available and appropriate, against a peer group of 7 West Midlands-based smaller housing associations (between 100-200 units) providing housing for older people or with over 50% of their stock addressing this need. An element of general needs property within a portfolio will lower the headline costs compared to a specialist provider for older people [Sourced from SPBM Small Providers' Benchmarking – West Midlands]. This approach will be revisited in 2023-24.

Reinvestment: We undertook minor Capital works on Housing properties in the year, reflecting our commitment to provide safe and affordable accommodation to our tenants. The programme of maintenance and, where appropriate, modernisation of existing stock incorporated changes arising from changes to fire safety regulations.

New supply delivered: BCOP is not currently developing new housing capacity.

Gearing: This metric looks at the percentage of assets supported by debt and the degree of dependence on Debt Finance. BCOP primarily operates as a care provider and any loans are only secured against the Nursing Homes. Our core loans were renegotiated at fixed rates We also continued to benefit from CBILS loan and will review the phased repayment of this loan subject to an improved financial position from 2023-24 and beyond.

EBITDA (Group): This relates to the whole group and this showed a reduction due to the impact of reduced occupancy following the impact of Covid especially on the Nursing homes and the loss of income from voids. In addition there was higher than anticipated expenditure on agency staff.

MRI Interest Cover: Performance has reduced due to the impact of on occupancy and income levels on our operating deficit.

Headline Social Costing per unit exceptional year with increased routine maintenance carried out across the social housing sector.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Value for Money statement (continued)

Return on Capital Employed (ROCE) % (Group): This measure indicates the efficient use of resources. The assets and liabilities of the organisation are grouped together i.e. the Nursing Homes and Social Housing provision. As a group, we were impacted by reduced income and increased costs across the board.. Hence ROCE was significantly impacted by our operational performance especially on our Nursing homes.

Operating Margin: Operating margin on housing reduced due to backlog of repairs and void levels which are taking longer than expected to achieve targeted occupancy levels as our properties are not the most suitable.. , The Board recognises the need to ensure that we are providing homes to a decent standard for our tenants, ensuring compliance and reflecting our charitable credentials. Most of our schemes were constructed in the 1960s and 1970s and some are reaching the end of their useful existence, with running costs set to increase. In addition, existing building design and configuration may no longer be suitable to the needs of an ageing population in terms of access, mobility and supporting the increasing care needs of some of this age group.

As a responsible social landlord, BCOP has a positive housing operating margin of to explore further options using the housing stock through the extensive Stock Condition Surveys across all our schemes

While these actions are ongoing, we have reviewed our lettings process in relation to advertising voids. While the independent units remain popular, particularly the one-bedroom bungalows, the supported living schemes are challenging; demand for these is affected adversely by the condition, size and layout, location, accessibility and amenities. As repair and maintenance work in 2021-22 had focussed on essential repairs only, our voids had often been in poor condition. This had not been conducive for re-letting, as prospective tenants could access more attractive units offered by other providers. Our focus this year has been to have voids presented well for viewings in all schemes, so that we can offer and relet units promptly. This continues into 2023-24.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Value for Money statement (continued)

3. VfM and BCOP metrics

Our nursing homes come under the regulation of the Care Quality Commission, though the overheads of the organisation are apportioned across both parts of the organisation. In the following table, we outline key metrics used to measure performance.

Metric	2021-22	2022-23	Target 2023-24
Quality – services receiving a good CQC rating or above (% beds)	100%	100%	100%
Quality – Number of complaints	Nursing 15 Housing 1	Nursing 18 Housing 1	Change metric to the number of complaints resolved at first stage.
Quality – carehome.co.uk scores* (Leading care review site for family and friends. Scores out of 10)	ASC 9.3 NvVH 9.8 RHH 9.8 (~~figures~~ limited in both years due to homes being in lockdown)	ASC 9.6 NvVH 9.8 RHH 9.8	Aim for 9.8 for all services
People – staff turnover %	43.2% (Due to VCOD & competition from NHS)	32%	Maintain below 35%.
People – staff sickness % of total hours	21%	17%	Maintain below 15%
Occupancy level	Nursing - 85.8% Housing - 81.6%	Nursing - 85.7% Housing - 81.2%	94.2% Nursing 85.2% Housing
Overhead costs as % of turnover (Group)	14.8%	14.4	Peer median is 17.7%
Support Office costs as % of Turnover (Group)	13.2%	12.1%	Target of 13%
Repairs/Maintenance	£151,172	£225,143	Under continuous review based on property assessments and stock condition survey

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Value for Money statement (continued)

We are active members of the National Care Forum which is the leading not-for-profit care provider network. We contribute to the various forums and work with the NCF to raise the profile of the Not-for-Profit sector. We are also members of the Almshouse Association, as some of our independent housing are Almshouses and have different forms of tenure and charges.

Future Plans

The Business Plan commits us to:

- Focusing on our social purpose namely, providing care and support for those older people with high level needs and dependency.
- Ensuring that we can sustain the financial longevity of the organisation, focusing on what we are good at and looking to cease or change activities that do not add value, or distract from our core purpose.
- Prioritise strong performance, which this year has focussed on our staff recruitment, recognising that we have an ageing workforce for certain grades and that we need to focus on staff engagement and retention, talent progression and succession planning.

As BCOP had focused on maintaining essential services during the pandemic, during 2022-23 we had to pick up many activities which had been on hold because of the risk of Covid. This meant a significant increase in spends on maintenance and a return to cyclical works, as well as ensuring staff were provided with face to face training in key topics to ensure safe care and services. We felt the effects of the lack of delivery from previous years, as our Property Services team identified key compliance areas requiring urgent attention and of course resulting in unplanned spends. Continued poor performance with occupancy and spending on agency as we struggled to recruit for the earlier parts of the year, meant we did not have the income to cover these extra costs, resulting in the deficit reported.

The board strategy day in early 2022 had resulted in a general consensus to rationalise housing stock – in the form of disposals or conversion to nursing home units. However we have reviewed the information this was based on and now understand the costings were incomplete and given poor occupancy levels in our nursing homes, Trustees agreed to review this position. BCOP has no intention of creating more nursing home units if they are to be empty.

To ensure better informed decisions we have begun to gather information about actual costs to convert units – including any grant repayable – along with analysing BCC's projected needs and commissioning strategy. Housing – whether supported or independent is part of BCOP's roots and we will only dispose of stock if it is no longer fit for purpose or has no demand. Our attention to refurbishing voids and recent relets demonstrate that the demand is still there.

We are currently in discussions with another provider – Birmingham Jewish Housing Association – to act as managing agents for their housing services – including an independent housing scheme and supported/sheltered service in Birmingham. We see the value in greater partnership working (within our existing footprint) and managing services for partners – to ensure quality support for their tenants and to contribute to the running costs of BCOP.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2023**

Going concern statement

The impact of the pandemic reduced throughout the year as a result of continued vaccination roll out and continuation of infection prevention and control measures across all our services, notwithstanding the easing of Covid-19 restrictions in July 2021 and in spite of the resurgence of Covid-19 in December 2021.

Our operations remained open during 2022-23 when significant numbers of staff were impacted by sickness absence, self-isolation or shielding due to the pandemic, although the rules around this were relaxed. The Board is confident that the charity will continue to offer services to vulnerable older people during 2023-24 consistent with the standards required by Care & Housing regulations.

BCOP continued to progress a number of management actions in the year including focussing on an occupancy improvement drive, and reducing and/or deferring unnecessary expenditure where possible, which has improved the financial position including the cash balance at the end of the year.

Our funders and bankers continue to support BCOP as evidenced in the positive response on Loan refinancing confirmed on 30 August 2022. We will be monitoring and reviewing our financial performance closely with the Bank.

The Budget for 2023-24 has been based on up-to-date and prudent assumptions on occupancy and income levels. The critical impact for BCOP is the occupancy levels primarily within the nursing homes which are taking longer to recover into 2023-24. The forecast for 2023-24 has been extended into 2024-25 as we expect occupancy levels to revert back to pre-pandemic levels by March 2025.

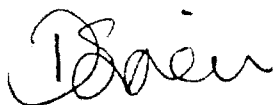
We have also modelled the forecast impact on our bank covenants and where these are at risk, we have a good relationship with the Bank and are able to provide reassurance on our forecasts and accounts.

The Trustees believe that even with the reduced pandemic risks the Group is well placed to manage its financing and other business risks, and that there is a reasonable expectation that the Group will have adequate resources to continue in operation for at least 12 months from the signing date of the consolidated financial statements. The Board of Trustees therefore confirms that these accounts are prepared on the basis that the Group is a going concern.

Regulator governance compliance

BCOP has assessed its compliance with the Regulator of Social Housing's Governance and Financial Viability Standard and is compliant.

This Strategic Report prepared under the Companies Act 2006 was approved by the Board of Trustees, as directors, on 13 December 2023 and signed on its behalf.



D Sizer
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Report
For the Year Ended 31 March 2023**

Introduction

The Trustees submit their report, including the audited consolidated financial statements of Broadening Choices for Older People for the year ended 31 March 2023. This report forms the Directors' report for the purposes of the Companies Act 2006.

Results

The deficit for the year amounted to £573,827 (2022 - surplus of £196,341).

Trustees

The Trustees who served during the year were:

D Sizer (Chair of Board)
H Gore (Chief Executive) (appointed 27 June 2022)
J Bennett
N Bradbury
K Halliday (resigned 30 November 2022)
A Jones (resigned 24 April 2023)
T Pattni
V Pritchard-Wilkes (resigned 11 July 2023)
B Toner (resigned 10 June 2022)
E Davies (appointed 23 November 2022)
J Lindon-Lewis (appointed 23 November 2022)

Under the terms of the statutory guarantee, the Trustees are deemed to be the statutory members and as such have given an undertaking to contribute up to £1 each if called upon to do so.

Going concern

At 31 March 2023 the group has cash at bank of £1.9m. The Board has reviewed the group's budgets and funding requirements and is satisfied that the group is a going concern, and it has therefore continued to adopt the going concern basis in preparing the consolidated financial statements.

The Board will continue to manage the financial stability of the organisation by monitoring its operational activities and looking at ways of reducing expenditure and increasing cost effectiveness and value for money.

Further details of the Trustees' going concern assessment is given in the Group Strategic Report.

Qualifying third party indemnity provisions

Professional indemnity insurance is in place for the Trustees.

Matters covered in the Group Strategic Report

The Company has chosen in accordance with section 414C(11) of the Companies Act 2006, to set out in the company's Strategic Report information required by this Schedule to be contained in the Trustees' Report in respect of future developments and financial risk management.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Report (continued)
For the Year Ended 31 March 2023**

Disclosure of Information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as the Trustee is aware, there is no relevant audit information of which the Charity and the Group's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity and the Group's auditors are aware of that information.

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditors

The auditors, Dains Audit Limited, have indicated their willingness to continue in office as auditors and will be proposed for re-appointment as auditors of the Charity and the Group at the forthcoming Annual General Meeting.

This Trustees' Report, which contains all information required in a Directors' Report by the Companies Act 2006, was approved by the board on 13 December 2023 and signed on its behalf.



D Sizer
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Responsibilities Statement
For the Year Ended 31 March 2023**

The Trustees/Directors are responsible for preparing the Group Strategic Report, the Trustees' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law and registered social housing legislation requires the Trustees/Directors to prepare financial statements for each financial year. Under that law the Trustees/Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Trustees/Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the Group and of the surplus or deficit of the Group for that period.

In preparing these financial statements, the Trustees/Directors are required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees/Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008, the Charities Act 2011, the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and the Accounting Direction for private registered providers of social housing in England 2022. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent Auditors' Report to the Members of Broadening Choices for Older People

Opinion

We have audited the financial statements of Broadening Choices for Older People (the 'parent Charity') and its subsidiaries (the 'Group') for the year ended 31 March 2023, which comprise the Group Statement of Comprehensive Income, the Group and Charity Statements of Financial Position, the Group Statement of Cash Flows, the Group and Charity Statement of Changes in Reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Charity's affairs as at 31 March 2023 and of the Group's deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Strategic Report and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 27, the Trustees (who are also the directors of the Charity for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our knowledge and experience of the social housing and nursing home sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the financial reporting legislation, Charities Act 2011, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the Charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Morris FCA (Senior Statutory Auditor)

for and on behalf of
Dalns Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

13 December 2023

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Comprehensive Income
For the Year Ended 31 March 2023

	Note	2023 £	2022 £
Turnover	4	7,667,221	7,657,243
Operating expenditure	4	(7,877,583)	(7,513,845)
Gross (loss)/profit	4,9	(210,362)	143,398
Fair value movements on investments	18	(167,875)	98,832
Income from listed investments	6	49,753	44,968
Interest receivable and similar income	7	2,124	20
Interest payable and similar expenses	8	(247,467)	(90,877)
(Loss)/profit for the financial year		(573,827)	196,341
Actuarial (losses)/gains in respect of defined benefit pension scheme	30	(87,000)	33,000
Other comprehensive (expense)/income for the year		(87,000)	33,000
Total comprehensive (expense)/income for the year		(660,827)	229,341

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 13 December 2023.



D Sizer
Chair



H Gore
CEO

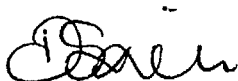
The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650

Consolidated Statement of Financial Position
As at 31 March 2023

	Note	2023 £	As restated 2022 £
Fixed assets			
Housing properties	14	9,949,936	10,051,607
Other tangible assets	17	10,889,488	10,968,286
Investments	18	1,863,090	2,041,073
		<u>22,702,514</u>	<u>23,060,966</u>
Current assets			
Debtors	20	393,761	199,695
Cash at bank and in hand	21	1,937,025	2,183,223
		<u>2,330,786</u>	<u>2,382,918</u>
Creditors: amounts falling due within one year	22	(1,572,986)	(4,141,404)
Net current assets/(liabilities)		<u>757,800</u>	<u>(1,758,486)</u>
Total assets less current liabilities		<u>23,460,314</u>	<u>21,302,480</u>
Creditors: amounts falling due after more than one year	23	(6,294,389)	(3,438,728)
Net assets excluding pension liability		<u>17,165,925</u>	<u>17,863,752</u>
Defined benefit pension scheme liability	30	(575,000)	(612,000)
Net assets		<u><u>16,590,925</u></u>	<u><u>17,251,752</u></u>
Capital and reserves			
Endowment Fund	28	34,329	34,329
Restricted Funds	28	1,836,091	1,782,947
Revenue Reserve	27	14,720,505	15,434,476
		<u><u>16,590,925</u></u>	<u><u>17,251,752</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 13 December 2023.



D Sizer
Chair



H Gore
CEO

The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650
Charity Statement of Financial Position
As at 31 March 2023

	Note	2023 £	As restated 2022 £
Fixed assets			
Housing properties	14	9,772,101	9,873,010
Other tangible assets	17	10,889,488	10,968,286
Investments	18	1,863,090	2,041,073
		<u>22,524,679</u>	<u>22,882,369</u>
Current assets			
Debtors	20	392,050	198,251
Cash at bank and in hand	21	1,933,622	2,179,726
		<u>2,325,672</u>	<u>2,377,977</u>
Creditors: amounts falling due within one year	22	<u>(2,472,380)</u>	<u>(5,006,623)</u>
Net current liabilities		<u>(146,708)</u>	<u>(2,628,646)</u>
Total assets less current liabilities		<u>22,377,971</u>	<u>20,253,723</u>
Creditors: amounts falling due after more than one year	23	(6,181,760)	(3,324,880)
Net assets excluding pension liability		<u>16,196,211</u>	<u>16,928,843</u>
Defined benefit pension scheme liability	30	(675,000)	(612,000)
Net assets		<u>15,621,211</u>	<u>16,316,843</u>
Capital and reserves			
Restricted Funds	28	762,166	742,609
Revenue Reserve		14,859,045	15,574,234
		<u>15,621,211</u>	<u>16,316,843</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 13 December 2023.



D Sizer
Chair



H Gore
CEO

The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Changes in Equity
For the Year Ended 31 March 2023

	Endowment Fund £	Restricted Funds £	Revenue Reserve £	Total equity £
At 1 April 2021 (as previously stated)	34,329	1,641,562	15,525,781	17,201,672
Prior year adjustment	-	-	(179,261)	(179,261)
At 1 April 2021 (as restated)	34,329	1,641,562	15,346,520	17,022,411
Comprehensive income for the year				
Surplus for the year	-	-	196,341	196,341
Actuarial gain on defined benefit pension scheme	-	-	33,000	33,000
Transfers (Note 28)	-	141,385	(141,385)	-
At 1 April 2022	34,329	1,782,947	15,434,476	17,251,752
Comprehensive income for the year				
Deficit for the year	-	-	(573,827)	(573,827)
Actuarial loss on defined benefit pension scheme	-	-	(87,000)	(87,000)
Transfers (Note 28)	-	53,144	(53,144)	-
At 31 March 2023	34,329	1,836,091	14,720,505	16,590,925

The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Charity Statement of Changes in Equity
For the Year Ended 31 March 2023

	Restricted Funds	Revenue Reserve	Total equity
	£	£	£
At 1 April 2021 (as previously stated)	768,823	15,524,554	16,293,377
Prior year adjustment	-	(179,261)	(179,261)
At 1 April 2021 (as restated)	768,823	15,345,293	16,114,116
Comprehensive Income for the year			
Surplus for the year	-	169,727	169,727
Actuarial gain on defined benefit pension scheme	-	33,000	33,000
Transfers (Note 28)	(26,214)	26,214	-
At 1 April 2022	742,609	15,574,234	16,316,843
Comprehensive Income for the year			
Deficit for the year	-	(608,632)	(608,632)
Actuarial loss on defined benefit pension scheme	-	(87,000)	(87,000)
Transfers (Note 28)	19,557	(19,557)	-
At 31 March 2023	762,166	14,859,045	15,621,211

The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows
For the Year Ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities		
(Deficit)/surplus for the financial year	(573,827)	196,341
Adjustments for:		
Amortisation of deferred capital grant	(38,776)	(32,997)
Depreciation of tangible assets	287,900	267,927
Profit on disposal of tangible assets	-	(4,178)
Interest payable	247,467	90,877
Investment income and interest receivable	(51,877)	(44,988)
Decrease in stocks	-	27,300
(Increase)/decrease in debtors	(192,868)	36,412
Increase/(decrease) in creditors	192,958	(109,735)
Fair value movement on investments	167,875	(98,832)
Pension contributions paid	(162,000)	(157,000)
Pension scheme costs	22,138	44,636
Net cash (used in)/generated from operating activities	(101,010)	215,763
Cash flows from investing activities		
Purchase of tangible fixed assets	(107,431)	(57,520)
Sale of tangible assets	-	5,000
Purchase of listed investments	(106,825)	(87,250)
Sale of listed investments	57,320	98,732
Interest received	2,124	20
Income from listed investments	49,753	44,968
Net cash (used in)/from investing activities	(105,059)	3,950
Cash flows from financing activities		
Net movement on borrowings	75,461	(202,121)
Loan interest paid	(174,867)	(76,877)
Net cash used in financing activities	(99,406)	(278,998)
Net decrease in cash and cash equivalents	(305,475)	(59,285)
Cash and cash equivalents at beginning of year	2,348,161	2,407,446
Cash and cash equivalents at the end of year	2,042,686	2,348,161

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows (continued)
For the Year Ended 31 March 2023

	2023 £	2022 £
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	1,937,026	2,183,223
Cash on deposit awaiting investment	105,661	164,938
	<u>2,042,686</u>	<u>2,348,161</u>

The notes on pages 40 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Analysis of Net Debt
For the Year Ended 31 March 2023

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	2,183,223	(246,198)	1,937,025
Debt due after 1 year	(682,000)	(2,894,436)	(3,576,436)
Debt due within 1 year	(3,028,805)	2,761,375	(267,430)
	<u>(1,527,582)</u>	<u>(379,259)</u>	<u>(1,906,841)</u>

The notes on pages 40 to 70 form part of these financial statements.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

1. General information

Broadening Choices for Older People is a private company, limited by guarantee and domiciled and incorporated in England and Wales. It is a Registered Provider of social housing with the Regulator of Social Housing (formerly the Homes & Communities Agency) and a Registered Charity.

The Charity's registered office address and registered numbers are set out in the Charity Information page.

The Charity's and the Group's principal activities are the provision of nursing care and the management of accommodation for older people.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP), including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102"), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and they comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. They have been prepared under the historical cost convention modified to include investments at fair value and on the Going Concern basis as set out in the Strategic Report and the Trustees' Report.

The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the Charity and the Group, and rounded to the nearest £.

Broadening Choices for Older People meets the definition of a public benefit entity under FRS102.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Charity and its own subsidiaries ("the Group") as if they form a single entity.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, contingent consideration and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at fair value at the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

Where acquisitions are in substance a gift of one business or another, the fair value of the gifted asset is accounted for as a donation in the year of acquisition within the Consolidated Statement of Comprehensive Income.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. All financial statements are made up to 31 March. All Group entities adopt consistent accounting policies.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

2. Accounting policies (continued)

2.3 Going concern

The Board confirms that these financial statements are prepared on the basis that the Group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the Guidance published by the UK Financial Reporting Council.

The Budget for 2023-24 has been based on up-to-date and prudent assumptions on occupancy and income levels. The forecast for 2023-24 has been extended into 2024-25 and demonstrates that the Group will have adequate resources to continue in operation for at least 12 months from the signing date of the consolidated financial statements.

2.4 Turnover

Turnover comprises rental income, service charges, and fees receivable from housing activities and nursing homes, income receivable from day centres, catering activities, and management of schemes, and legacies and donations receivable.

2.5 Government grants

Government grants include grants receivable from Homes England (formerly the Homes & Communities Agency), Local Authorities and other government bodies.

Grants are accounted under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

Government grants received for housing properties are recognised in the Consolidated Statement of Comprehensive Income over the useful economic life of the structure of the housing asset under the accruals model. The deferred element of grants is included in creditors as deferred income.

2.6 Income from listed investments

Income from listed investments is included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

2.7 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2.8 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

2. Accounting policies (continued)

2.9 Apportionment of management expenses

Direct employee, administration, and operating costs are apportioned between the operations which generate income, on the basis of the costs of the staff to the extent that they are directly engaged in each of the operations dealt with in these financial statements.

2.10 VAT

The Charity was deregistered for VAT with effect from 1 October 2014. Therefore all expenditure is shown inclusive of VAT.

2.11 Housing properties and Nursing home properties

Housing properties and Nursing home properties are stated at historical cost less accumulated depreciation and impairment losses where applicable. Historical cost includes the cost of acquiring land and buildings and expenditure that is directly attributable to the initial equipping of the Group's properties necessary for them to be capable of operating in the manner intended by management, including interest costs on related loans and freehold and leasehold costs.

The Group separately identifies the major components to its housing properties and nursing home properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Freehold – Land	Nil
Freehold – Structure	60-100
Leasehold – Land & Structure	Over remaining lease term
Assets under construction	Nil
Windows	30
Kitchens	15
Bathrooms	15
Roofs	35 to 75

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that enhance the economic benefits of the assets, are capitalised as improvements. Such enhancements can occur if improvements result in either:

- An increase in rental income;
- A material reduction in future maintenance costs;
- A significant extension to the life of the property.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

2. Accounting policies (continued)

2.12 Other tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Individual fixed assets costing £2,000 or greater are normally capitalised.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line and reducing balance methods.

Depreciation is provided on the following bases:

Leasehold improvements & office equipment	- 20% straight line or period of lease if shorter
Motor vehicles	- 33% reducing balance
Fixtures and fittings	- 10% - 50% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gain and losses on remeasurement are recognised in the Consolidated Statement of Comprehensive Income for the period.

2.14 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.15 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.16 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

2. Accounting policies (continued)

2.17 Financial instruments

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, and loans from banks.

2.18 Reserves

Revenue reserves represent those resources which may be used towards meeting any of the charitable objects of the Group at the discretion of the Board.

Restricted funds comprise all funds received with restrictions imposed by the funder/donor.

The endowment fund comprises property of the Group which the Board may not spend as if it were income. It must be held permanently, but can be used in furthering the Group's purposes or to produce an income for the Group.

2.19 Taxation

The Charity is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 2 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.20 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

2. Accounting policies (continued)

2.21 Employee benefits and pensions

The costs of short term employee benefits are recognised as a liability and an expense.

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust. The Social Housing Pension Scheme (SHPS) scheme is a multi-employer scheme which provides benefits to some 500 non-associated employers. The Pension Trust Growth Plan is also a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers.

Defined Benefit Scheme

These schemes were open to any employees who wished to join them. However no new members have joined the schemes since 2016. The deficit on the schemes is reported as a Net Defined Benefit Pension Scheme Obligation in the Statement of Financial Position (Balance Sheet).

The net defined benefit obligation represents the present value of the defined benefit obligation minus the fair value of scheme assets out of which obligations are to be settled. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost (Note 11). Net interest on the net defined benefit liability comprises the interest cost on the defined benefit obligations and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligation. These amounts are recognised within net income/expenses (Note 8). Actuarial gains and losses and the difference between the interest income on scheme assets and the actual return on scheme assets are recognised as actuarial gains/losses within Other Comprehensive Income or Expense.

Defined Contribution Scheme

The amounts charged as expenditure represent the contributions payable by the Group in the year.

2.22 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Defined Benefit Pension Scheme liabilities

The Group, through the use of a scheme actuary as a management expert, assesses the assets and liabilities of the scheme, and hence the net liability at each year end using a number of key assumptions including mortality rates, discount rates, inflation and salary growth in order to establish the fair value of the assets and liabilities at the balance sheet date. Further information in relation to the assumptions used to evaluate the deficit as at 31 March 2023 is set out in Note 30 to the financial statements.

Economic Life of Assets

An estimation of the useful economic life of the Group's assets is made by management and disclosed within the Accounting Policies. This impacts the annual charge for the depreciation of these assets. The relevant assets and depreciation are set out in Notes 14 and 17 to the financial statements.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for any current and former tenants and against any sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of any provision is based on historical experience and future expectations. The amounts involved are disclosed in Note 20 to the financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

4. Particulars of turnover, operating expenditure and operating (deficit)/surplus

	Turnover 2023 £	Operating expenditure 2023 £	Operating surplus / (deficit) 2023 £	Turnover 2022 £	Operating expenditure 2022 £	Operating surplus / (deficit) 2022 £
Social housing lettings (see Note 5)	1,267,098	(1,078,510)	188,588	1,263,506	(961,816)	301,690
Non-social housing activities:						
Nursing homes*	6,175,681	(6,587,483)	(411,802)	5,998,229	(6,131,470)	(133,241)
Donations and legacies	39,533	(24,111)	15,422	32,674	(5,762)	26,912
Other activities	113,532	(116,102)	(2,570)	7,249	(59,212)	(51,963)
	<u>7,595,844</u>	<u>(7,806,206)</u>	<u>(210,362)</u>	<u>7,301,658</u>	<u>(7,158,260)</u>	<u>143,398</u>
Government grants	71,377	(71,377)	-	355,585	(355,585)	-
	<u>7,667,221</u>	<u>(7,877,583)</u>	<u>(210,362)</u>	<u>7,657,243</u>	<u>(7,513,845)</u>	<u>143,398</u>

* Included within the deficit of £411,802 (2022 - £133,241) for nursing homes is a write back of old credit balances totalling £89,131 (2022 - £56,092). The deficit on nursing homes arises due to the impact of Covid-19 and low occupancy levels.

Government grant income in the current year relates to adult social care grants and funding from the Market Sustainability and fair Cost of Care Fund.

Government grant income in the prior year relates to claims made to the various government support schemes in response to the Covid-19 outbreak.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

5. Particulars of Income and expenditure from social housing lettings

	2023	2022
	£	£
Group		
Rent receivable net of identifiable service charges	685,664	685,130
Service charge income	581,434	578,376
Net Rental Income and Turnover from Social Housing Lettings	1,267,098	1,263,506
Amortisation of Government grants	38,776	32,997
Net Income and Turnover from Social Housing Lettings	1,305,874	1,296,503
Management	(443,586)	(430,943)
Services	(252,325)	(254,094)
Routine Maintenance	(279,650)	(182,758)
Depreciation of housing properties	(141,725)	(127,018)
Operating expenditure on social housing lettings	(1,117,286)	(994,813)
Operating surplus on social housing lettings	188,588	301,690

The void costs for the year were £278,001 (2022 - £316,480).

6. Income from listed investments

	2023	2022
	£	£
Income from listed investments	49,753	44,968

7. Interest receivable and similar income

	2023	2022
	£	£
Deposit account interest receivable	2,124	20

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

8. Interest payable and similar expenses

	2023	2022
	£	£
Loan interest payable	174,867	76,877
Amortisation of financing costs	57,600	-
Net interest expense in respect of defined benefit pension scheme (Note 30)	15,000	14,000
	247,467	90,877

9. Operating (deficit)/surplus

The operating (deficit)/surplus is stated after charging/(crediting) the following:

	2023	2022
	£	£
Depreciation of properties	266,099	249,676
Depreciation of other tangible assets	21,801	18,251
Amortisation of government grants	(38,776)	(32,997)
Operating lease charges - other	17,264	31,166
Operating lease charges - land and buildings	102,461	75,901

10. Auditors' remuneration

	2023	2022
	£	£
Fees payable to the Group's auditor for the audit of the Group's annual financial statements	21,840	19,848
Fees payable to the Group's auditor in respect of:		
All other services	4,158	3,780

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Notes to the Financial Statements
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11. Employees

Staff costs, including Trustees' remuneration, were as follows:

	Group 2023 £	Group 2022 £
Wages and salaries	4,379,794	4,438,145
Social security costs	374,009	352,891
Defined contribution pension scheme costs	123,189	90,031
Defined benefit pension scheme - current service cost	18,000	40,000
	<u>4,894,992</u>	<u>4,921,067</u>

The average monthly number of employees, including the Trustees, during the year was as follows:

	2023 No.	2022 No.
Support Office	18	13
Nursing Homes	210	213
Repairs and Maintenance	2	4
	<u>230</u>	<u>230</u>

The average number of employees in the year expressed as full-time equivalents was as follows:

	2023 No.	2022 No.
Support Office	18	13
Nursing Homes	87	196
Repairs and Maintenance	2	4
	<u>107</u>	<u>213</u>

12. Key management personnel

Key management personnel includes the Board, the Chief Executive and senior management.

Their emoluments consist of salary and the value attributed to benefits in kind.

	2023 £	2022 £
Key management remuneration		
Aggregate of emoluments	174,848	177,762
Aggregate of pension contributions	5,173	12,150
	<u>180,021</u>	<u>189,912</u>

	2023 £	2022 £
Highest paid Trustee - Chief Executive		
Aggregate of emoluments	61,836	79,845
Aggregate of pension contributions	1,846	9,269
	<u>63,682</u>	<u>89,114</u>

One employee, other than the Chief Executive, received emoluments above £60,000 and is in the banding £60,000 - £70,000.

No fees or remuneration were payable to the Board in the period.

Expenses for members of the Board which were not subject to income tax were £302 (2022 - £Nil).

No member of the Board is a member of the Social Housing Pension Scheme (2022 - One).

13. Parent charity (deficit)/surplus for the year

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The deficit of the parent Charity for the year was £608,632 (2022 - surplus of £169,727).

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Notes to the Financial Statements
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14. Tangible fixed assets - Housing Properties

Group

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2022	1,225,480	11,960,833	13,186,313
Additions	16,939	48,149	65,088
Reclass to other tangible assets	-	(21,280)	(21,280)
At 31 March 2023	<u>1,242,419</u>	<u>11,987,702</u>	<u>13,230,121</u>
Depreciation			
At 1 April 2022	829,184	2,305,522	3,134,706
Charge for the year	31,568	113,911	145,479
At 31 March 2023	<u>860,752</u>	<u>2,419,433</u>	<u>3,280,185</u>
Net book value			
At 31 March 2023	<u>381,667</u>	<u>9,568,269</u>	<u>9,949,936</u>
At 31 March 2022	<u>396,296</u>	<u>9,655,311</u>	<u>10,051,607</u>

Included in Freehold Properties above is freehold land of £2,233,360 (2022 - £2,233,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2022 - £46,720). Included within freehold properties are costs incurred of £32,219 (2022 - £32,219) relating to shared ownership properties.

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Notes to the Financial Statements
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14. Tangible fixed assets - Housing Properties (continued)

Charity

	Leasehold Properties £	Freehold Properties £	Total £
Cost			
At 1 April 2022	1,225,480	11,768,530	12,994,010
Additions	16,939	48,149	65,088
Reclass to other tangible assets	-	(21,280)	(21,280)
At 31 March 2023	<u>1,242,419</u>	<u>11,795,399</u>	<u>13,037,818</u>
Depreciation			
At 1 April 2022	830,931	2,290,069	3,121,000
Charge for the year	31,568	113,149	144,717
At 31 March 2023	<u>862,499</u>	<u>2,403,218</u>	<u>3,265,717</u>
Net book value			
At 31 March 2023	<u>379,920</u>	<u>9,392,181</u>	<u>9,772,101</u>
At 31 March 2022	<u>394,549</u>	<u>9,478,461</u>	<u>9,873,010</u>

Included in Freehold Properties above is freehold land of £2,113,360 (2022 - £2,113,360) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2022 - £46,720). Included within freehold properties are costs incurred of £32,219 (2022 - £32,219) relating to shared ownership properties.

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Notes to the Financial Statements
For the Year Ended 31 March 2023

15. Accommodation owned, managed and in development

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Number of units owned and managed				
Nursing and residential home bed spaces	129	129	129	130
Housing accommodation	144	148	138	142
Shared ownership	4	2	4	2
Managed on behalf of others	10	10	16	16
	287	289	287	290

16a. Expenditure on works to existing housing properties

Expenditure on works to existing housing properties include the following:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Improvement work capitalised	65,088	29,597	65,088	29,597
Amounts charged to Statement of Comprehensive Income	165,314	178,194	164,743	178,194
	230,402	207,791	229,831	207,791

16b. Social Housing Assistance

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Capital grants received for social housing assistance	3,432,749	3,432,749	3,294,548	3,294,548

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2023

17. Other tangible assets

Group

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and sheltered housing fixtures and equipment £	Total £
Cost or valuation					
At 1 April 2022	12,872,632	744,875	93,164	145,204	13,855,875
Additions	-	-	-	42,343	42,343
Reclass from Housing Properties	-	-	-	21,280	21,280
At 31 March 2023	<u>12,872,632</u>	<u>744,875</u>	<u>93,164</u>	<u>208,827</u>	<u>13,919,498</u>
Depreciation					
At 1 April 2022	1,956,271	727,477	92,170	111,671	2,887,589
Charge for the year	120,620	9,166	994	11,641	142,421
At 31 March 2023	<u>2,076,891</u>	<u>736,643</u>	<u>93,164</u>	<u>123,312</u>	<u>3,030,010</u>
Net book value					
At 31 March 2023	<u>10,795,741</u>	<u>8,232</u>	<u>-</u>	<u>85,515</u>	<u>10,889,488</u>
At 31 March 2022	<u>10,916,361</u>	<u>17,398</u>	<u>994</u>	<u>33,533</u>	<u>10,968,286</u>

Included in Nursing home properties above is freehold land of £2,286,640 (2022 - £2,286,640) which is not depreciated.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

17. Other tangible assets (continued)

Charity

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2022	12,872,632	394,766	93,164	106,391	13,466,953
Additions	-	-	-	42,343	42,343
Reclass from Housing Properties	-	-	-	21,280	21,280
At 31 March 2023	12,872,632	394,766	93,164	170,014	13,530,576
Depreciation					
At 1 April 2022	1,956,271	377,368	92,170	72,858	2,498,667
Charge for the year	120,620	9,166	994	11,641	142,421
At 31 March 2023	2,076,891	386,534	93,164	84,499	2,641,088
Net book value					
At 31 March 2023	10,795,741	8,232	-	85,515	10,889,488
At 31 March 2022	10,916,361	17,398	994	33,533	10,968,286

Included in Nursing home properties above is freehold land of £2,286,640 (2022 - £2,286,640) which is not depreciated.

**Broadening Choices for Older People
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For the Year Ended 31 March 2023**

18. Investments - Group and Charity

	2023	2022
	£	£
Listed investments - valuation		
At 1 April	1,876,135	1,788,785
Additions	106,825	87,250
Disposals	(57,320)	(98,732)
Movement in fair value	(167,875)	98,832
At 31 March	1,757,765	1,876,135

	2023	2022
	£	£
Listed investments comprise:		
Fixed interest securities	323,384	323,034
Equities and Alternative Investments	1,434,381	1,553,101
Total	1,757,765	1,876,135

	2023	2022
	£	£
Other investments		
Cash on deposit awaiting investment	105,661	164,938
Total Investments	1,863,090	2,041,073

The fair value of the listed equity investments is based on quoted market prices for the equity shares using the bid price at year end.

	2023	2022
	£	£
Investments - historic cost	1,605,473	1,549,744

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Notes to the Financial Statements
For the Year Ended 31 March 2023

19. Investments - Charity

	2023 £	2022 £
Investments in audit exempt subsidiaries comprise:		
BCOP Services Limited - Company No. 06956792	1	1
Emma Ball and Rolason Almshouses - Charity No. 246857	-	-
Pargeter and Wand Trust - Charity No. 210725	-	-
	<u>1</u>	<u>1</u>

The registered offices of the subsidiaries are as stated in the Charity Information page. Other than BCOP Services Limited, they are audit exempt, unincorporated charitable trusts.

BCOP Services Limited is a dormant company.

In 2012/13, the Charity became sole Trustee and thereby assumed control of the Emma Ball and Rolason Almshouses, an almshouse charity. The charity provides 6 almshouse residences.

On 1 March 2015, the Charity became sole Trustee and thereby assumed control of The Pargeter and Wand Trust for £Nil consideration. Pargeter and Wand Trust is a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

20. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Rent and service charge debtors	222,738	129,580	221,985	128,496
Less: bad debt provision	(10,270)	(7,242)	(10,270)	(7,242)
	<u>212,468</u>	<u>122,338</u>	<u>211,715</u>	<u>121,254</u>
Other debtors	1,198	-	1,198	-
Prepayments and accrued income	180,095	77,357	179,137	76,997
	<u>393,761</u>	<u>199,695</u>	<u>392,050</u>	<u>198,251</u>

21. Cash and cash equivalents

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Cash at bank and in hand	1,937,025	2,183,223	1,933,622	2,179,726

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22. Creditors: Amounts falling due within one year

	Group	Group	Charity	Charity
	2023	As restated	2023	As restated
	£	2022	£	2022
		£		£
Bank loans	267,430	3,028,805	267,430	3,028,805
Trade creditors	391,372	184,244	391,372	184,244
Amounts owed to group undertakings	-	-	902,858	868,683
Other taxation and social security	73,901	-	73,901	-
Other creditors	431	-	431	-
Accruals	801,511	890,013	799,264	887,767
Deferred capital grants (Note 25)	38,341	38,342	37,124	37,124
	<u>1,572,986</u>	<u>4,141,404</u>	<u>2,472,380</u>	<u>5,006,623</u>

Details of security for the bank loans are given in Note 23.

23. Creditors: Amounts falling due after more than one year

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
Bank loans	3,576,436	682,000	3,576,436	682,000
Deferred capital grants (Note 25)	2,717,953	2,756,728	2,605,324	2,642,880
	<u>6,294,389</u>	<u>3,438,728</u>	<u>6,181,760</u>	<u>3,324,880</u>

Included within bank loans is a loan of £698,000 (2022 - £884,000) obtained via the Coronavirus Business Interruption Loan Scheme. Interest accrues on a floating rate basis at a margin of 3.02 per cent per annum above Base Rate.

The other bank loan is secured through fixed and floating charges given by Broadening Choices for Older People. The fixed charges are against properties at Robert Harvey House and Anita Stone Court, included in Notes 14 and 17. This fixed rate basis term loan accrues interest at 4.89%.

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24. Loans

Analysis of the maturity of loans is given below:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Amounts falling due within one year				
Bank loans	267,430	3,028,805	267,430	3,028,805
Amounts falling due 1-2 years				
Bank loans	291,209	186,000	291,209	186,000
Amounts falling due 2-5 years				
Bank loans	3,285,227	496,000	3,285,227	496,000
	3,843,866	3,710,805	3,843,866	3,710,805

25. Deferred Capital Grant

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
As at 1 April	2,795,070	2,828,067	2,680,004	2,711,782
Released in the year	(38,776)	(32,997)	(37,556)	(31,778)
At 31 March	2,756,294	2,795,070	2,642,448	2,680,004

The deferred capital grant estimated release is phased as follows:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
For release in less than one year	38,341	38,342	37,124	37,124
For release in more than one year	2,717,953	2,756,728	2,605,324	2,642,880
	2,756,294	2,795,070	2,642,448	2,680,004

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Notes to the Financial Statements
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26. Financial instruments

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Financial assets				
Measured at amortised cost	393,761	199,695	392,050	198,251
Measured at fair value through income and expense	1,757,765	1,876,135	1,757,765	1,876,135
	<u>2,151,526</u>	<u>2,075,830</u>	<u>2,149,815</u>	<u>2,074,386</u>
Financial liabilities				
Measured at amortised cost	(5,111,081)	(4,785,062)	(6,011,692)	(5,651,499)

27. Company status

The company is limited by guarantee and as such does not have share capital. Under the terms of the statutory guarantee, the Board are deemed to be statutory Members and as such have given an undertaking to contribute up to £1 each if called upon to do so. There are 9 such members at 31 March 2023 (8 at 31 March 2022).

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28. Restricted Reserves

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2023			
Endowment Fund	34,329	-	34,329
Other Restricted	1,782,947	53,144	1,836,091
Total	1,817,276	53,144	1,870,420

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2022			
Endowment Fund	34,329	-	34,329
Other Restricted	1,641,562	141,385	1,782,947
Total	1,675,891	141,385	1,817,276

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2023			
Other Restricted	742,609	19,557	762,166
Total	742,609	19,557	762,166

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2022			
Other Restricted	768,823	(26,214)	742,609
Total	768,823	(26,214)	742,609

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Notes to the Financial Statements
For the Year Ended 31 March 2023

28. Restricted Reserves (continued)

Other restricted reserves - 2023 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	699,032	20,794	(1,237)	718,589
Belsize	32,902	-	-	32,902
Mrs Jolly's	1,867	-	-	1,867
Charity	742,609	20,794	(1,237)	762,166
Pargeter and Wand Trust	306,338	9,236	(5,358)	310,216
Emma Ball and Rolason Almshouses	734,000	40,998	(11,289)	763,709
Group	1,782,947	71,028	(17,884)	1,836,091

Restricted reserves comprise:

- Robert Harvey House Sensory Street - Income and expenditure restricted to the development of Sensory Street experience.
- Anita Stone Court - Income and expenditure restricted to the development of the Anita Stone development.
- Rhodes, Belsize and Mrs Jolly's Trusts. The use of funds for these charities is as follows:
 - o The Rhodes Trust is constituted as a special trust with funds to support the provision of homes for older people in necessitous circumstances.
 - o The Belsize Charitable Trust is a part of a fund to support charities to provide small grants of up to £250 to older people aged 60 or over, towards the purchase of household appliances.
 - o Mrs Jolly's Gentlefolks Charity is restricted to the allocation of small grants to assist people who are unable to maintain themselves by reason of age or ill-health.
- Pargeter and Wand Trust - a grant giving registered Charity which pays annuities to women of the age of 55 or over, who have never married and who are living in condition of need, hardship or distress.
- Emma Ball and Rolason Almshouses - an almshouse charity providing six almshouse residences, and a restricted fund to update and maintain the scheme, and support individual almspeople.

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Notes to the Financial Statements
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28. Restricted Reserves (continued)

Other restricted reserves - 2022 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Transfers to reserves £	Closing reserves £
Robert Harvey Sensory Street	1,100	-	-	-	1,100
Anita Stone Court	7,708	-	-	-	7,708
Rhodes Trust	726,809	15,990	(43,767)	-	699,032
Belsize	31,139	2,200	(437)	-	32,902
Mrs Jolly's	2,067	-	(200)	-	1,867
Charity	768,823	18,190	(44,404)	-	742,609
Pargeter and Wand Trust	303,533	6,678	(3,873)	-	306,338
Emma Ball and Rolason Almshouses	569,206	33,910	(11,320)	142,204	734,000
Group	1,641,562	58,778	(59,597)	142,204	1,782,947

The transfer from unrestricted reserves to Emma Ball and Rolason Almshouses restricted reserves reflected above arose from a reconciliation of amounts shown in the subsidiary financial statements.

29. Prior year adjustment

The financial statements have been restated to incorporate the impact of management's reassessment of the appropriate accounting treatment for salary costs. The change has resulted in an increase in accruals and a decrease in reserves of £179,261 as at 1 April 2021.

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30. Pension commitments

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust.

Defined Contribution Scheme

The assets of this scheme are held separately from those of the Group and are administered separately from the assets of the Defined Benefit Schemes.

The pension charge represents contributions payable by the Group to the funds during the year and amounted to £123,000 (2022 - £90,000).

Defined Benefit Schemes

The Charity participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man-standing arrangement'. Therefore the Charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2022. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2023 to 29 February 2024 inclusive.

The liabilities are compared, at the relevant accounting date, with the Charity's fair share of the Scheme's total assets to calculate the Charity's net deficit or surplus.

The assets of both Defined Benefit Schemes are held separately from those of the Group and are administered separately from each other and the assets of the Defined Contribution Scheme.

Pension contributions totalling £Nil were due to the fund as at 31 March 2023 (2022 - £39,000).

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Notes to the Financial Statements
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30. Pension commitments (continued)

Reconciliation of present value of plan liabilities:

	2023	2022
	£000	£000
At the beginning of the year	4,305	4,493
Current service cost	18	40
Administrative expenses	5	5
Interest cost	118	94
Member contributions	8	11
Benefits paid	(155)	(140)
Actuarial (gains)/losses due to scheme experience	(89)	177
Actuarial gains due to changes in demographic assumptions	(9)	(77)
Actuarial gains due to changes in financial assumptions	(1,061)	(298)
At the end of the year	3,140	4,305

Reconciliation of present value of plan assets:

	2023	2022
	£000	£000
At the beginning of the year	3,693	3,750
Interest income	103	80
Experience loss on plan assets (excluding amounts included in interest income)	(1,246)	(165)
Employer contributions	162	157
Member contributions	8	11
Benefits paid	(155)	(140)
At the end of the year	2,565	3,693

Broadening Choices for Older People
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Notes to the Financial Statements
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30. Pension commitments (continued)

Composition of plan assets:

	2023	2022
	£000	£000
Global Equity	48	708
Absolute Return	28	148
Distressed Opportunities	78	132
Credit Relative Value	97	123
Alternative Risk Premia	5	122
Emerging Markets Debt	14	107
Risk Sharing	189	122
Insurance-Linked Securities	65	86
Property	110	100
Infrastructure	293	263
Private Debt	114	95
Opportunistic Illiquid Credit	110	124
High Yield	9	32
Opportunistic Credit	-	13
Cash	18	13
Corporate Bond Fund	-	246
Long Lease Property	77	95
Secured Income	118	138
Liability Driven Investment	1,180	1,030
Currency Hedging	5	(14)
Net Current Assets	7	10
Total plan assets	2,565	3,693

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Notes to the Financial Statements
For the Year Ended 31 March 2023

30. Pension commitments (continued)

	2023	2022
	£000	£000
Defined benefit pension scheme liability		
Fair value of plan assets	2,565	3,693
Present value of plan liabilities	(3,140)	(4,305)
Net pension scheme liability	(575)	(612)

The amounts recognised in the Consolidated Statement of Comprehensive Income (SOCi) were as follows:

	2023	2022
	£000	£000
Current service cost	18	40
Net interest expense	15	14
Administrative expenses	5	5
Defined benefit costs recognised in SOCi	38	59

The amounts recognised in Other Comprehensive Income (OCI) were as follows:

	2023	2022
	£000	£000
Experience loss on plan assets (excluding amounts included in interest income)	(1,246)	(165)
Actuarial gains/(losses) due to scheme experience	89	(177)
Actuarial gains due to changes in demographic assumptions	9	77
Actuarial gains due to changes in financial assumptions	1,061	298
(Losses)/gains recognised in OCI	(87)	33

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

30. Pension commitments (continued)

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	2023	2022
	%	%
Discount rate	4.89	2.79
Future salary increases	3.72	4.23
Inflation (RPI)	3.20	3.66
Inflation (CPI)	2.72	3.23
Mortality rates		
- for a male aged 65 now	21.0 years	21.1 years
- at 65 for a male aged 45 now	22.2 years	22.4 years
- for a female aged 65 now	23.4 years	23.7 years
- at 65 for a female member aged 45 now	24.9 years	25.2 years

31. Commitments under operating leases

At 31 March 2023 the Group and the Charity had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
Not later than 1 year	76,474	73,500	76,474	73,500
Later than 1 year and not later than 5 years	49,500	12,682	49,500	12,682
	125,974	86,182	125,974	86,182

32. Capital funding and commitments

At 31 March 2023 the Group and Charity had capital commitments of £139,000 (2022 - £Nil).

At 31 March 2023 the board has authorised capital expenditure of £404,760 (2022 - £66,500) for the Group and Charity which has not yet been contracted for and so is not provided for in these financial statements.

33. Related party transactions

The Charity had one (2022 - two) Board members who acted as Trustees to the charity Wiggin Cottage Homes for which the Charity acts as the managing agent. The management fee charged in the year was £6,119 (2022 - £4,740). At the year end £173,963 (2022 - £142,965) was owed to Wiggin Cottage Homes. During the year, interest of £5,171 (2022 - £2,523) was paid on this loan.

The Charity pools surplus funds with its subsidiaries to easily manage the Group's investment portfolio. Interest is charged on the loans at the Group's deposit rate. At the year end the Charity has balances due to subsidiaries of £902,858 (2022 - £868,683).

Accounts

Registered number: 03685650

Broadening Choices for Older People

Trustees' Report and Financial Statements

For the Year Ended 31 March 2022



Broadening Choices for Older People
(A Company Limited by Guarantee)

Charity Information

Trustees	D Sizer (Chair of Board) H Gore (Chief Executive) (appointed 27 June 2022) J Bennett N Bradbury C Cooban (resigned 18 March 2022) K Halliday (resigned 30 November 2022) A Jones (Chair of Audit Committee) G Maidens (resigned 16 June 2021) T Pattni V Pritchard-Wilkes B Toner (resigned 10 June 2022) N Topping (resigned 18 September 2021) E Davies (appointed 23 November 2022) J Lindon-Lewis (appointed 23 November 2022)
Registered number	03685650
Registered office	7-8 Imperial Court 12 Sovereign Road Kings Norton Birmingham B30 3FH
Independent auditors	Dains Audit Limited 15 Colmore Row Birmingham B3 2BH
Bankers	Royal Bank of Scotland plc 57 Calthorpe Road Edgbaston Birmingham B15 1TT Barclays Bank plc 6th Floor 1 Snowhill Birmingham B4 6GN
Website	www.bcop.org.uk
Charity number	1074954
Regulator of social housing registration number	L4218

Broadening Choices for Older People
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Broadening Choices for Older People
(A Company Limited by Guarantee)

Group Strategic Report
For the Year Ended 31 March 2022

Company status and principal activity

The company is limited by guarantee, a Registered Provider of Social Housing and a registered charity. Broadening Choices for Older People (BCOP) was founded in 1946 to meet the needs of older people in the immediate post-war period.

The charity is administered in accordance with the Memorandum and Articles of Association dated 16th March 2022. The main objects of the charitable company are to provide and manage accommodation, care and support services for older people in necessitous circumstances, and to make donations in line with our charitable objects. We operate nursing homes and we also own and manage accommodation for older people, including supported housing and properties for independent living.

BCOP is a corporate trustee of The Rhodes Almshouses which is a grant-giving, linked registered charity (1074954). As it is a special trust, the results and assets and liabilities of The Rhodes Almshouses are incorporated within BCOP's own accounts. The Group comprises two other smaller charities and BCOP Services Limited - a company incorporated in England and Wales which has been dormant since incorporation. The charities are: 1) Emma Ball and Rolason Almshouses registered charity (246857), an almshouse charity providing six almshouse residences; and 2) The Pargeter and Wand Trust, a grant-giving registered charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

Purpose

BCOP provides housing and nursing 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 60 (or 55 at specific housing schemes, or individuals with a form of disability). We provide a home to 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.

The Board has taken into account the Charity Commission's guidance on public benefit when reviewing BCOP's aims, objectives and activities.

Legal and policy context

BCOP is governed by the Regulator of Social Housing's regulation and standards, Charity Commission rules, the Companies Act, the Care Quality Commission, and the regulatory frameworks for service commissioners.

Covid-19

As a service we continue to keep robust documentation of Covid-19 outbreaks in the nursing homes and have consistently implemented government guidelines – the latest being while we no longer test staff or residents unless symptomatic, masks must still be worn in registered care settings.

General Managers are expected to manage this infection like any other. Whilst writing this report the incidence and severity of Covid-19 continues to be monitored and we expect an increase in the winter as we do with flu and other conditions. Although we are still required to 'close' homes if we are deemed to be in 'outbreak' (two or more confirmed cases within a 14 day period), we are still able to accept new admissions during this time which means our services' viability is less threatened than in the last two years. We also continue to monitor average cases per 100,000 head of population in our local areas. We have continued to actively encourage staff and residents to take up the opportunity of both the flu and Covid vaccinations, though these are no longer mandatory, in the interests of minimising symptoms and maintaining a resilient workforce.

Our priority was and remains, to keep everyone safe. If a member of staff or resident presents with flu like symptoms, then they are tested for covid. Relatives/visitors no longer have to Covid test prior to visiting the Nursing Homes and we now offer guidance only. All three homes have had their infection control audits by our external partners and each scored over 90%, receiving excellent feedback.

We also continue to carry out our internal Covid infection control audits in line with updated government legislation and are committed to refreshing staff training for Personal Protective Equipment (PPE) donning and doffing, handwashing techniques and more generic infection control awareness, to prevent complacency and 'Covid fatigue' amongst our teams.

Public Health England teams who were supporting the Nursing Homes have now stepped down. The homes are able to order tests independently and the homes continue to have free access to PPE equipment – this is expected to cease in March 2023.

Nursing homes are now expected to manage risk in terms of admissions and discharges if there is an outbreak in the home as long as it is managed safely, such as adopting barrier nursing. A similar process has been implemented in the housing schemes.

The Board continues to endorse the approach, vigilance and hard work undertaken by all front line staff, and acknowledge the continued patience and understanding from residents, families, and supporters throughout the ongoing pandemic.

The Board continued to meet in order to maintain focus on essential operations during the pandemic around key staff changes and are now meeting more regularly on a face-to-face basis. We welcomed the new Chair and CEO and thanked the previous Chair and CEO for their hard work and support to BCOP over the years. We also put in place interim arrangements whilst recruitment was taking place for the permanent CEO role. Trustees remain confident that the actions taken will enable the organisation to remain a sustainable service with an increasing focus on the delivery of strategic projects to ensure the charity's future development.

Our vision, mission, values and strategic objectives

Our Vision and Mission:

Making a difference every day through everything we do to enrich older people's lives, by treating each person as the amazing individual they are, always helping them to feel cared for and respected.

Our core 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- be they residents, their families or our staff.
- **Working together to provide the best possible support:** As a team, we listen to and respect everyone. We work together with residents and their families as well as external supporting organisations.
- **Adapting to our residents' needs:** To deliver person-centred care, we must be flexible and open-minded about our current approach to delivering care – this could mean learning new skills, developing new approaches, or adapting existing practices to enhance the care of a particular resident.
- **Little Things Matter:** We're all different and our individuality makes our community special. We recognise and act on the little things, as these often make all the difference.

Our Strategic Priorities:

During 2021-2022, the Board continued to focus on its five year strategy for 2018-2023. The strategic objectives are framed around Strong Social Purpose, Strong Social Business and Strong Performance in order to future-proof the organisation.

BCOP's core business is in providing care: this accounts for around 80% of our turnover and is our key strength in an increasingly challenging and competitive marketplace.

BCOP's principal activities and objectives to help improve later life include:

- Operating homely nursing homes and providing good quality care to residents. Our three nursing homes offer a wide spectrum of care including high dependency nursing, dementia care and end-of-life care provision. We also 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.
- Balancing social needs by combining funding from public sector with contributions from individuals.
- Working in partnership with like-minded organisations to have a wider impact in the community.
- Responding to individual need and frailty as opposed to chronological age, but ultimately seeing the person first, and not their condition, as the guiding principle in offering person-centred care.

Our ambitions are to:

- Help address the issues that older people face, namely, health and care concerns, loneliness and financial insecurity by examining our service offerings and improving our ways of working in a financially sustainable way.
- Improve our dementia care offer, given the increasing incidence of dementia within the ageing population and, as a consequence, increase our profile and market presence in the sector.
- Maintain the pioneering spirit with which BCOP was first established in 1946.

Broadening Choices for Older People (A Company Limited by Guarantee)

Group Strategic Report (continued) For the Year Ended 31 March 2022

Objectives and activities

During 2021-2022 the Board carried forward a Covid-19 Response and Recovery Plan, devised at the start of the pandemic, and updated regularly to monitor performance. The Plan was integrated into the organisational Operations Plan during the latter part of the year.

Progress is typically monitored monthly by Senior Executives with quarterly reports to Board using RAG-based indicators, aligned to the key priorities and risks facing the charity. During this year, we maintained regular updates to the Board to provide assurance around controls and measures. Committee meetings were extended to all Board Members to ensure effective understanding and decision-making within the changing operational environment. Key Performance Indicators e.g., workforce staffing costs, income levels and cashflow, along with reporting on the ongoing incidence of Covid-19, were monitored on a continuous basis given the drop in occupancy and changing public perceptions of social care.

Lessons learned from other providers informed our operational action plans throughout the year. We seek to benchmark and benefit from the experience of allied providers, for example, from the National Care Forum and Small Providers' Housing Group in the West Midlands.

Providing a home

In 2021-2022, BCOP provided a home to 311 people across our schemes:

	No of units	No of people during year
Nursing homes	130	170
Housing	150	141
Total *	280	311

* In addition the group supports 2 shared ownership units and manages 10 independent housing units on behalf of others.

Registered Care

BCOP provides three nursing homes for those requiring nursing care, often with complex needs or dementia. Robert Harvey House in Handsworth Wood has 46 rooms but holds registration for up to 52 residents. Some of its rooms allow for double occupancy, which means we can extend our service to couples who wish to stay together. Anita Stone Court, based in Moseley, provides 33 beds and Neville Williams House in Selly Park is registered for 50 beds.

Quality

The 3 key principles that we believe should underpin auditing in the nursing homes are:

- A focus on residents
- Clear policies and procedures that refer to national standards and best practice
- Continuous improvement

Following the Local Authority Audit in the last quarter, CQC completed a focused inspection virtually, based on the information provided by the Quality Team. We had positive feedback from both inspections with a silver score for Anita Stone Court. We await inspections at our two other Homes.

Systems and processes are in place for quality assurance. We follow good practice in reporting and gathering of information and continue to work with the new commissioning arrangements to expand provision and provide beds for palliative care. Staff also rose to the challenge by undertaking additional training in providing end-of-life care working with the local hospice.

The teams have reviewed their Home Development Plans to ensure they consistently reflect on how we deliver our services to get the best outcomes for our residents.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Objectives and activities (continued)

Registered Care (continued)

Quality (continued)

Regular Management Support Meetings took place to share and disseminate information, ensuring governance is being adhered to. Focus groups are scheduled to look at the audits in the New Year to action the standards that we have not been able to address in 2022.

The key criteria are:

- Are the service's internal audit plans and schedules being met?
- Do the service audit plans focus on residents' satisfaction?
- Is the service meeting service user requirements and are the fundamental standards being met?
- Where there are problems, are we identifying and addressing the root cause?
- Are audit reports of a good standard?
- Do we give sufficient compliments for good practice?
- Are we identifying opportunities for improvement?

Training and development of teams has been limited due to key vacancies in the Support Office as well as the halting of face-to-face training during the Covid-19 pandemic. This has now left us with a backlog of staff who wish to progress. Priority for our services is RQF (formerly NVQ's) Level 2 qualifications for carers, and the Care Certificate for those who are completely new to a care role. We anticipate that we will then be able to move the focus to people wishing to progress to more senior positions. We also are procuring training for the team at Anita Stone Court to become accredited with the Gold Standards Framework for end-of-life care.

The workforce challenges have continued, and we are using creative methods to recruit including greater use of social media. Whilst we pay our staff above the National Living Wage, we aspire to be a Real Living Wage employer. We are looking to address this in the new financial year (2023-24), to ensure we are properly rewarding our staff as well as becoming a more attractive employer.

Links with colleges and universities for student nurses continue, as we still need to raise awareness with local educational facilities as indicated in the workforce strategy.

All homes have continued to provide good quality support with appropriate staffing numbers for the numbers of residents we have, and we continue to work through any challenges during this period. We continue to be supported externally via the National Care Forum and the Registered Managers Forum.

The Care Quality Commission have implemented their inspection regime via the Direct Monitoring Approach - care home inspections are conducted remotely by teams and information checking - with any concerns triggering a fuller, more detailed inspection. Our homes have not had any triggered, detailed inspections, and have maintained their Good rating with the support of the Director of Operations who has maintained quality assurance processes in the homes, especially when we were without a General Manager at one location. CQC inspection reports can be accessed through our website or directly from the regulator's website.

BCOP measures the quality of care delivery through regular internal audits and provider visits to services. Key Performance Indicators are monitored by the Operations Committee and reported to the Board. The quality assurance process also takes into account additional sources of assurance including surveys and informal feedback from residents, families, visiting professionals and staff.

The capital expenditure was greatly reduced within the year, spending only £27,923 on facilities in our nursing homes given the requirement to limit footfall into the homes and to focus only on emergency or essential actions. This inevitably will result in an increase in spending on capital items in coming years as we address issues which had been postponed.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Objectives and activities (continued)

Registered Care (continued)

Funding

The group continues to maintain a mixed portfolio between local authority, NHS, and private funding. Nursing homes' income (excluding government grants) assumed a marginal increased proportion of our turnover, from 77% (2020-21) to 78%; whereas social housing and other income accounted for 22% of the total. In relation to the nursing homes, 50% of the turnover related to nursing home fees paid for in part or whole by individuals and/or their families. Just under 12% of our income came from Birmingham Social Services who socially fund nursing home residents. Around 22% of our income during the year was based on Continuing Healthcare (CHC) funding. CHC provides residents who have long-term complex health needs or who may be nearing the end of their lives with free social care which is assessed and funded solely by the NHS through the local Clinical Commissioning Group (CCG). We also retain contracts with Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Social Services and others, totalling 4%. Funded Nursing Care (FNC) is paid by the NHS as a flat rate contribution directly to the nursing homes towards the cost of registered nursing care. It accounts for just under 12% of our income.

Our average nursing home occupancy continued to be impacted by Covid-19, dropping to 86% compared to our Budget target of 92%. The position at the end of the year is around 10% below our organisational target of 96-97% in a normal year.

Staffing

Staffing represents our most significant cost as a proportion of total expenditure; nursing home employees account for just over 87% of BCOP's total workforce based on the average monthly number of staff. Our payroll costs increased by 2% in the 2021-22 financial year following a general uplift across all pay grades and increased use of agency staff and general workforce pressures in the year due to the impact of Covid, and the National Minimum Wage (NMW). We have continued to implement NMW requirements with targeted increases for hard to fill posts together with a 2% pay increase across the organisation to maintain pay differentials and to keep pace with other providers in the social care sector. As stated, we aim to increase to the living wage in 2023-24.

The focus for the year was to keep staff safe and to consider their wellbeing. We conducted a Staff Wellbeing Survey in September-October 2020 and implemented a number of recommendations based on staff requests e.g. staff ID cards. This will be followed up in 2022-23. We make every effort to provide career development and opportunities to up-skill our nursing and care teams, as well as offering allied benefits. A planned launch for a Nurse Support Lead had to be postponed this year and has now been included in the workforce strategy, along with links with universities to promote careers in nursing roles.

We continue to invest in our staff, environments and training to ensure that we can meet the increasing demands of the social care sector during the pandemic e.g. training on infection control, testing protocols and promoting safe visiting which undoubtedly placed an even greater burden upon staff.

Housing

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 supporting, safeguarding or sign-posting those who are the most frail or vulnerable to appropriate services.

Overall, our housing occupancy of 82% for 2021-22 fell short of the target 88%. After a further marketing campaign on our website and through social media, the number of new housing applications received has increased. 9 properties have been re-let since April 2022. Edgcumbe Court maintains a high level of voids in the upper floor flats, as the only access is via external concrete steps, thereby making them unsuitable for any tenants with limited mobility. The Board agreed a 4.1% increase in rent for 2022-23, following Government guidance and regulations for Social Housing.

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Objectives and activities (continued)

Housing (continued)

A Tenant Satisfaction Survey was conducted in February 2022. Although the number of completed surveys returned was lower than usual at just 16%, 93% of respondents were satisfied with the overall provision of services.

We completed minor scheduled works on voids and invested only in emergency or essential improvements to our properties, with capital expenditure of £29,597. We also received the outcome from the Stock Condition Survey (SCS) to support strategic planning. The SCS identified priority works at Harvey Court and Anita Stone Court housing.

As part of our ongoing process of review, BCOP balances meeting the needs of current tenants with advancing our ambition to prioritise the core business.

Support Services

During the year, BCOP has continued to ensure that the Support Office has the right capacity and skills mix of senior operational and support staff. The year saw further changes at the Support Office with long serving staff moving onto new opportunities and new talent joining the organisation. We said farewell to the CEO who had led the organisation over the last 5 and half years. The Head of Finance stepped up to Interim CEO until the new appointee joined us at the end of June 2022. We also appointed to the new role of Director of Operations in May 2021, driving greater coordination across activities.

Progress in achieving performance objectives in 2021-2022

Quarterly reporting to Board provides an account of current performance against plan. In addition, there was active pandemic reporting throughout the year. The KPIs include EBITDA (earnings before interest, taxes, depreciation, and amortisation), occupancy rates, average weekly charge, staff costs per turnover and agency as a percentage of staff costs.

The measures and actions taken for the achievement of KPIs consist of:

- The Senior Management Team comprising the Chief Executive, the Director of Operations and the Head of Finance meeting regularly to maintain a tight control over operational and administrative expenditure, whilst recognising the need to ensure a high level of provision for service users.
- Delegated budgets with clear lines of responsibility and accountability being combined with bespoke IT and financial tools and systems to assist managers in decision-making and resource allocation.
- Maintaining and improving levels of income to ensure operations are run effectively and efficiently.
- We had to partially suspend, for this year, the regular support meetings with the managers to track and monitor performance against KPIs and the Quality Assurance framework, which in turn, is reported to Board and its Committees.
- Controlling and monitoring operational expenditure making provisions to ensure efficient cash-flow and that contingencies are met.
- Maintaining assets in good and marketable condition.
- Targeted marketing and communications activity to support our business objectives.
- Regular checking and benchmarking of contractors and suppliers in line with our procurement policy.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Progress in achieving performance objectives in 2021-2022 (continued)

Specifically, we have been able to make progress in the following areas:

Our priorities for 2021-2022:	Key objectives	Key achievements:
STRATEGIC PURPOSE		
Ensure viability of good quality services	Minimise incidence and impact of Covid-19 upon services	- The incidence and severity of Covid-19 has reduced dramatically through effective infection controls and take up of vaccinations. - Risk assessments are being conducted and managed in line with guidance and local discretion.
	Ensure Good ratings from CQC and key stakeholders	Care Quality Commission have continued with their suspension of routine care home on-site inspections, instead replacing with their Direct Monitoring Approach – virtually checking in and using external intelligence. All three homes have thus far continued to maintain their Good rating.
	Implement improvements and best practice knowledge across all services	Two inspections were conducted at Anita Stone Court and we were awarded silver by the local authority.
	Conclude roll-out of digital care system	Our E-Plan system – Nourish – is being rolled out more extensively in all our nursing homes.
	Reduce number of complaints	Although complaints have not reduced during the period, we have resolved complaints to residents' satisfaction and also received good feedback from families in relation to home visiting during the pandemic. Further work needs to be done to capture the key themes and analyse trends to make improvements.
	Improve occupancy rates at schemes	- Occupancy has improved but not to pre-Covid-19 levels yet. We have been promoting FastTrack assessments for end of life care. - Marketing of the homes and housing schemes using social media, local radio and billboards in the local communities is having some impact.

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Progress in achieving performance objectives in 2021-2022 (continued)

Our priorities for 2021-2022:	Key objectives	Key achievements:
STRONG SOCIAL BUSINESS		
Ensure business resilience	Financial surplus and performance Regulatory H&S compliance Business development and responsiveness to changing market Contract reviews as part of Value for Money review Review IT estate/ systems for business fit	- Operating surplus reduced by 68% against a static turnover compared to previous year, generating a reduced EBITDA of 5.4%. The position was again assisted by government grants. - Repairs activity was largely unchanged from last year. - We retained the Cbil Loan and met all loan covenants from bank. - Commenced implementation of Board approved three year IT & Digital Strategy. - We continued to make maximum use of the Government support through the infection control and workforce grants. - We confirmed the direction of travel through a Review Day with the Board.
STRONG PERFORMANCE		
Improve our ways of working to ensure that we are better able to meet future demands: People at the heart of our service	Improve recruitment and retention with people who share our values Value, develop and recognise staff Roll out of matrix organisational training matrix according to role and grade to enhance staff development and capability Strengthen absence management and performance controls Recruit new Board members	- Staff recruitment and retention remain critical to the consistency of service that we offer. Staff turnover was 43.2% for the year, which increased by 25% on the previous year. - Of staff who left the organisation, 51% were carers. The national average turnover for frontline care roles is 36% according to Skills for Care. We are constantly monitoring the reasons for departure of staff, especially in the first year of service, recognising the implicit challenges faced by staff through the Covid-19 crisis. - Reducing agency hours as a proportion of the total staff hours continues to be a key priority, and we aim to get this below 7% of total staff costs. This year we have met that target. - Launched trustee recruitment campaign to attract new Board Members. - We strengthened our profile through integrated marketing and communications.

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Financial results

The consolidated income and expenditure account has recorded an overall **operating** surplus on ordinary activities for the year of **£143,398** (2021 surplus was £451,741). This encompassed:

- Nursing Home **deficit of £133,241** (2021: surplus £95,839)
- Social Housing lettings **surplus of £301,690** (2021: surplus £309,758)
- Donations and Legacies **surplus of £26,912** (2021: surplus £62,748)
- Other activities **deficit of £51,963** (2021: deficit £16,604)

The reduction in operating surplus between 2022 and 2021 is mainly a result of increased staffing costs and operating costs in the nursing homes compared to the previous year. We received government-funded Covid-19 grants of £355,585 in relation to Infection Control, Rapid Testing and Workforce Capacity Funds in the year (2021 - £433,365). The grants continued to provide a means to offset the significant additional costs incurred due to the pandemic.

During the year, the total amount of capital spend was £57,520 given that non-urgent works in both housing and nursing homes were deferred for this year. The availability of the Stock Condition Survey in 2022-23 will support the development of a robust Asset Management Strategy for the incoming year.

Reserves

In 2021-22, overall total reserves were increased by £229,341 to £17,431,013 of which restricted reserves were £1,782,947.

The financial results have been impacted by an increasingly challenging environment from commissioners as they constrain fee levels to providers, especially for those clients from the Local Authority. Our fees for those who make a contribution towards their care costs have been increased by raising prices in line with inflation. This has helped to offset the inflationary and policy pressures on staffing and other costs. Our nursing homes are heavily reliant on income from individual residents and their families. Therefore we must continue to maximise income by ensuring that our fees are sustainable and, improve cost controls to mitigate financial pressures facing the sector. Throughout the year, we have experienced significant challenges in maintaining occupancy levels as a result of Covid-19. The financial position has been supported through a range of Infection Control and related Grants from the Local Authority but these are unlikely to continue so our services must return to a much closer position to that which we were achieving pre Covid-19, with the obvious focus being on occupancy to maintain and increase income.

Risks and uncertainties

The Board recognises its responsibility in relation to the risks associated with the charity and its subsidiaries. Services for older people continue to face a period of uncertainty, especially in relation to Adult Social Care where, aside from the pandemic, there are further delays to proposed policy reforms, significant funding gaps and increasing regulatory requirements.

Risks are identified and continuously monitored by the Executive Team at both strategic and operational level and updated in a Strategic Risk Register which is reviewed by the Board on a quarterly basis, having been considered and scrutinised by the Audit Committee in advance of the Board meetings.

The Board considers whether the risk framework is appropriate and effective, ensuring that all risks are identified, and that appropriate action is being taken. Individual risks are assigned a risk score based on an assessment of the likelihood and impact of the identified risk. Consideration is also given to consequences if the risk were to occur, as well as reviewing existing controls and potential mitigating actions to minimise the risk. Additional steps, controls or measures which are being put in place are referenced under Actions for the incoming period. In this way, the Board receives assurance that the risks are being effectively identified, monitored, appraised and resolved by the Executive Team.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Risks and uncertainties (continued)

Operational plans and the quality assurance framework are aligned to the risk framework so that management staff can monitor key organisational risks on an ongoing basis, towards continuous improvement.

The principal risks to delivering objectives in 2021-2022 included:

Principal risks	Risk appetite	Key controls/ actions
Quality of care is impacted negatively. Serious service disruption e.g. pandemic	The charity is committed to providing good quality care and support, minimising the potential for service failures or discontinuity such as safeguarding, serious incidents or other regulatory or legislative breach.	▪ Scrutiny and reporting from the Operations Committee. ▪ Quality assurance framework supported by appropriate management information with focus on Covid-19 response/ capacity tracker. ▪ Staff training in key areas e.g. infection control. ▪ Electronic care records, and notifications to CQC. ▪ Effective communications with regulators, commissioners, and families. ▪ Complaints management. ▪ Business Continuity Plans. ▪ Whistleblowing policy.
Failure of financial sustainability e.g. -price -liquidity -credit -cash flow	We operate in a highly regulated and financially challenged sector. We need to ensure sufficient surplus to enable effective financial and operational management. Key financial concerns are: ▪ the fee income not rising at a rate sufficient to meet the rising costs and standards of social care ▪ increasing uncertainties in the commissioning environment with reduced local authority and health budgets ▪ exhausting funds for those who pay privately	▪ Scrutiny and reporting by the Audit Committee. ▪ Fees are agreed in advance with commissioners or self-funders with fixed payment cycles. ▪ Payment of suppliers managed with our payment terms. ▪ Improved forecasting to ensure an appropriate cashflow, liquidity and ability to meet borrowing commitments. ▪ Close monitoring and reporting on bank covenants against existing loans. ▪ Use of forecasting, scenario- and stress-testing to understand relations between occupancy, fees and staffing as the key business drivers. Budgetary process and controls, monthly management reporting including dashboards and variation monitoring.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Group Strategic Report (continued)
For the Year Ended 31 March 2022

Risks and uncertainties (continued)

Compliance with regulatory and statutory requirements	The charity operates in a highly regulated sector. Failure to meet these requirements would result in risk of harm to service users and employees which is not acceptable. The Board has no appetite for services to operate outside regulatory requirements.	• External assurance ratings, audits and reports through Care Quality Commission and allied bodies. • Policies and procedures which reinforce a culture of compliance. • A Quality Assurance framework which monitors compliance and progress against any Development and Action plans, including Line of Sight and exceptional reporting. • Appropriate level of resource made available for staff training. • Training matrix that is role-and-grade specific. • Safeguarding policy and training. • Use of external compliance expertise/ auditors in HR and Health & Safety, including Fire Risk compliance.
Failure to attract and retain workforce that embodies our culture & ethos	The Board recognises that staff form the heart of the organisation; with the majority of colleagues involved in frontline services. Colleagues are recruited in relation to their fit with the organisational values. Along with other care providers, we recognise the challenges around recruitment and retention of nursing and care teams given the more competitive salaries and employee benefits of the NHS, changing public perceptions of care homes, and the reputation of the social care sector.	• Staffing review and benchmarking against recognised models of care. • Biannual HR reporting on staff metrics. • Clear job descriptions and contracts. • Staff wellbeing surveys and 'check-ins' by senior staff. • Contingent, rapid response planning in place to minimize disruption should critical staff members leave the organisation. • Investment in systems and processes to support operational efficiency e.g. e-care planning. • Monitor sickness absence. • Maintain effective relations with key agency/ recruiters.
Strategic Risks related to underperforming services	The Board is mindful of the balance between providing sufficient 'turn around' time for services against the financial sustainability of the whole organisation, especially during a global pandemic.	• Strategic Risk Register as a standing item on Board and Audit Committee meetings. • Additional controls in place for planning and monitoring agency use. • Closer coordination between the Support Office and the administrative function in the nursing homes.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Risks and uncertainties (continued)

Operational risks	As a front line care service, our reputation is closely aligned to how we manage, develop and respond to issues that may arise within our services. The organisation adopts a transparent approach to dealing with such matters in order to meet our duty of candour.	• Comprehensive set of policies and procedures that are supported through staff induction and cascaded through staff updates. • Review of systems and processes to ensure a satisfactory level of operational efficiency. • Reporting to the Board with clear escalation policy from frontline services to management, senior management, CEO and Board around issues of whistleblowing, serious incidents, fraud or other concerns. • Business continuity measures in relation to IT critical failure or other forms of business interruption.

The risks listed above represent key risks for any provider in the increasingly competitive social care sector. We seek to limit instances by deploying the necessary resources and controls in our day-to-day operations, including service improvement plans. We have focused on developing stronger relationships with commissioners in order to anticipate changes in a more proactive manner.

Governance and reporting structures

The charity reviews its governance arrangements and changes its governance procedures to meet best practice principles in the charitable sector.

Following three resignations during 2021-22, the Board comprised eight trustees including the Chair at financial year end. Our Articles of Association state that we must have a minimum of five trustees. The Board meets at least four times a year to monitor performance against strategy. Senior Executives also attend the relevant Board and Committee meetings. The Board has the expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity and provide leadership and strategic direction whilst fostering a culture of constructive challenge and debate with the Executive who manage the charity on a day-to-day basis.

A new process of Board appraisal to be run on a biennial basis was introduced in 2018-19. This will be reinstated in 2023-24 as we have a number of new trustees and face-to-face meetings are widely practised again.

A trustee skills matrix is maintained by the Chair and reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity. Board members are recruited by advertising through various websites and associated channels. Applicants are shortlisted by the Chair and Chief Executive, leading to formal interviews at one of our services and, if mutually agreeable, to an invitation for the applicant to observe a Board meeting, to meet with trustees and to visit more of our schemes, prior to a final appointment being recommended to, and if agreed, approved by Board. A description of the requirements of the role is provided to all trustees. Trustees serve a three year term before facing retirement or re-election up to a maximum of 9 years in office. Two trustees stood for re-election in the year. The Board and its Committees met virtually during the height of the pandemic, but resumed face-to-face meetings in 2022.

Following appointment, each new trustee receives a programme of induction which includes a comprehensive introduction from the Chief Executive; key documents as part of the Trustees' Handbook; support from a Board 'buddy' drawn from among existing Members; and when appropriate, further service site visits and dedicated sessions with other members of the Executive Team.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Governance and reporting structures (continued)

Training is carried out both with external agencies and via in-house training, and drawn up on the outcomes of the Board appraisal process. The findings feed into the training/development programme for new and existing members.

The Trustees are not remunerated but may receive reasonable out-of-pocket expenses for attending Board meetings in accordance with the expenses policy.

Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation to two Committees. Work continues to ensure compliance with the National Housing Federation (NHF) Code of Governance, as well as meeting the requirements of the Social Housing White Paper and aiming to have all areas compliant in 2023-24.

Scheme of Delegations
Committees

Each Committee has written terms of reference which are reviewed and approved by the Board on a biennial basis; updated versions were approved in March 2020. The work of the Committees provides trustees with more detailed understanding and assurance on specific areas of delegated risk, compliance and development.

Responsibilities

Audit Committee: Oversees finance, risk and audit with authority to appoint external auditors.

Operations Committee: Oversees and reports on quality assurance of services, including clinical governance of the nursing homes, monitoring the operations plan and assessing performance against KPIs.

Compliance with Code of Governance

The charity has adopted the National Housing Federation's Code of Governance (2020). As a small Registered Provider (less than 1000 units), we seek to adhere to the spirit of the Code, whilst prioritising our business needs.

Trustees recognise that there should be a balanced, diverse, and effective Board which leads and controls the organisation, complies with its legal requirements and reflects the increasingly diverse service user community whom we serve.

We have undertaken an assessment against the provisions of the code under its 4 principles and comply, with the following exceptions:

- (i) *Mission and Values*
 - Recognise our need to improve formal resident engagement following appropriate consultation with tenants.
 - Formalise a code of conduct for Board and staff.
- (ii) *Strategy and Delivery*
 - Give specific consideration to carbon neutrality and environmental sustainability.
 - Improve awareness and adherence of corporate trustee obligations.
- (iii) *Board effectiveness*
 - The Chair of the Board is not a member of the committee responsible for audit.
 - Following review, BCOP will remain at 9 years' retirement for trustees rather than reducing to 6 years' maximum tenure given that BCOP's primary business is care, and it is important to retain corporate memory.
 - The New Chair and CEO will review the appraisal process for Chair and Board trustees before it is re-introduced in 2023-24.
- (iv) *Control and Assurance*

The CEO and Director of Operations will review the operational audit process in 2022-23 to ensure it is fit for purpose, as well as revising key policies and procedures which enable staff to report concerns and whistle-blow where necessary. We are committed to having a comprehensive range of tools to ensure concerns or poor practice cannot remain hidden or unreported.

Remedial actions will be reviewed at Operations Committee and reported to Board, as part of the Operations Plans up to 2022-23, as the Regulator expects compliance with all aspects of the code.

Internal financial control and financial reporting

The Board is ultimately responsible for the group's system of internal financial control, which is designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Board regularly reviews the effectiveness of the group's internal financial control system for the period and up to the date of the approval of the report and financial statements. No weaknesses were found to date in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements.

The main features of the internal control system are:

- written orders and financial regulations which delineate responsibilities and levels of authority
- annual budgets, set in the context of a longer term business plan with clear accountability for control of each part of the budget
- formal budgetary control arrangements with a quarterly reporting cycle
- detailed management accounts produced monthly/quarterly, and forecasts for the remainder of the financial year. These are reviewed by the Senior Executive Team and considered and approved by the Board
- Board approval of the parameters under which new investments or financing are entered into
- ongoing monitoring by the Board of the risk assessment review carried out by the management of the organisation and acknowledgement of its findings.

Meeting public benefit

In considering 'Public Benefit' the trustees recognise their responsibilities as guided by the Charities Act 2011 which defines a charitable purpose, explicitly, as one that falls within 13 descriptions of purposes and is for the public benefit. One of those 13 descriptions is 'The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage'.

BCOP's objectives are to provide good quality support and care to persons over 60 years of age, or 55 if living with a disability. BCOP provides accommodation, care and support for individuals within our nursing homes or persons within their own home. The trustees are therefore confident that BCOP meets public benefit requirements with a clear charitable purpose.

Access to all of our care services can be achieved either through self-referral or a government-funded statutory organisation. We promote the nursing homes to ensure equity of access across the community, based on the individual's care needs assessment and our ability to meet those needs.

We publicly advertise rental tenancy vacancies in our social housing provision and operate a criteria assessment for prioritising needs. Over 71% of our housing residents are in receipt of Housing Benefit or other forms of state funding.

BCOP believes that everyone should benefit from the same standard of good quality care and we have strived to ensure that those standards are met even through the pandemic outbreaks. Fees charged to tenants and residents are set at levels appropriate to our charitable status, ensuring our services are accessible to all whilst maintaining the financial viability of the charity. Funding for residents in our nursing homes is provided through either state assistance via Local Authority, NHS or Clinical Commissioning Groups, and/or with self-funding or through the support of charitable organisations. We aim to ensure equity of access to our services and to provide the highest quality of care to residents. We also provide day care places at two of our nursing homes for up to three service users per week though this was suspended during the pandemic.

BCOP successfully applied for a grant of £10,288 from the Edgbaston Neighbourhood Network Scheme and £800 from the Celebrating Communities Fund. The funds are designed to encourage social interaction for older adults, following the restrictions imposed by the pandemic, with the aim to improve wellbeing and health and help to reduce social isolation.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Meeting public benefit (continued)

The funds have been used to provide a 12 month programme of activities for Edgcumbe Court tenants and over 60's in the local community. The activities are facilitated by Fitniss, a local exercise and wellbeing company who specialise in helping older people stay active. There are a range of activities on offer, including a weekly gentle exercise class, fortnightly massage and relaxation classes, art class and African drumming sessions. We intend to apply for similar funding from the Perry Barr constituency to benefit tenants living in our Handsworth schemes.

BCOP extends its services to the wider community of older people beyond those who are resident in our schemes. We administer a number of small charitable services which contribute towards the costs of many household items e.g. white goods, carpets, to older people in need, through referrals from Age UK and similar organisations.

Marketing, fundraising & grant applications

Our approach to fundraising is linked mainly to the work of the nursing homes. While BCOP does not have a dedicated fundraising team, we were able to secure financial grants towards our running costs, and donations to the welfare funds operated by each home through generous donations from family members.

The main sources of donation are:

1. Trusts and Foundations
2. Occasional donations from families, friends or the general public
3. Legacy donations
4. Free-to-attend fundraising events run in the nursing homes e.g. summer fetes, garden parties
5. Volunteers/staff who fundraise on our behalf

Once again, opportunities for fundraising were severely limited during the current year but we gratefully acknowledge the following grant making Trusts for donations received:

Nursing Homes

- £25,000 from Baron Davenport's Charity, November 2021. This grant was awarded to help with general running costs, in light of the increased costs incurred as a result of the Covid-19 pandemic - purchase of PPE, increased agency use, etc.

Housing & Charitable Services

- £2,200 from Belsize Trust, July 2021.
- £880 from the Celebrating Communities Fund, November 2021.
- £10,288 from Neighbourhood Network Scheme (NNS) Edgbaston, March 2022. This grant was awarded to enable us to run group activities at Edgcumbe Court, to reduce feelings of loneliness and isolation among tenants as a result of the pandemic lockdowns.

We have not used any commercial participator or professional fundraiser in 2021-2022; any grant applications are prepared and managed in-house.

We are not registered with the Fundraising Regulator given the currently limited nature of our fundraising activities. We are compliant with the Regulator's Code of Fundraising Practice (V1.10) and the Institute of Fundraising in respect of the fundraising areas outlined above.

We received no complaints about fundraising in 2021-2022. We ensure that our fundraising is respectful, open, honest, and accountable to those supporting us. Our approach relies upon an individual's personal preference to be involved. We do not currently maintain a scheme for regular donors, nor contact individual families or previous donors to ask for money directly. We always acknowledge and thank individuals if they have contributed to our work, but any campaigns or activities involve general promotion and are not targeted at individuals.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Value for money statement

BCOP recognises that in achieving Value for Money (VfM), the responsibility for robust financial management by the Board and management team is essential. Our working definition for VfM is to use our resources economically, efficiently, and effectively as befits an organisation of our size and complexity, in order to provide quality services and homes for our service users.

Our strategic approach to Value for Money includes the following steps.

1. Embedding Value for Money objectives into our Strategic Objectives

One of our key strategic objectives is to be a strong Social Business, focused on achieving sustainable financial performance and doing this within a VfM framework.

BCOP believes that VfM is integral to how we work, and we encourage all staff, particularly budget holders, to consider VfM within the context of their roles, welcoming suggestions for process and service delivery improvements in order to achieve a more equitable balance between quality and cost of provision.

Our aim is to keep our tenants as independent as possible for as long as possible, to save costs downstream in the health and social care sectors. We also undertake support assessments of applicants to ensure that they will be able to live well within one particular scheme where a high degree of mobility is required to benefit from local services. Accessibility issues at one scheme has limited prospective tenant interest.

2. Reporting on Regulatory Metrics

As a small provider with less than 1,000 units, an element of BCOP's remit is to provide affordable and safe housing for older people in its existing units. The core purpose of BCOP is predominantly as a Care provider and not a developer of Housing. In the medium-long term, the organisation intends to rationalise its housing stock as and when the opportunity arises, given the profile of tenants.

In line with the principles of the metrics introduced by the Regulator of Social Housing, providers are expected to report their performance against seven key metrics in the annual accounts. The Regulator acknowledges that reporting on a particular metric may be inappropriate given the nature of the organisation, but it provides us with an opportunity to compare ourselves to the wider housing for older people sector.

The key metrics are as follows:

RSH Metric name	2020	2021	2022	Variation between years 2021 and 2022	Peer group median 2021-22
a. Reinvestment	£17,000	£6,994 Equates to 0.1%	£29,957 Equates to 0.3%	Increased activity in the year due to relaxation of access to properties following the Covid-19 pandemic.	1.9%
b. New Supply (Social and Non Social Housing)	Nil	Nil	Nil	BCOP is not a housing developer.	
c. Gearing (Group)	10.8%	7.8%	7.3%	Marginal reduction of 0.5% no significant variations in component figures.	29.8%

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

2. Reporting on Regulatory Metrics (continued)

RSH Metric name	2020	2021	2022	Variation between years 2021 and 2022	Peer group median 2020-21
d. EBITDA (Group)	8.9%	9.6%	5.4%	Continuing Impact of Covid - reduced occupancy and increased staffing costs.	Not available
e. EBITDA MRI interest cover (Group)	641%	349%	75%	This measure is a key indicator for liquidity and investment capacity. BCOP is not a Housing developer.	369%
f. Headline Social Housing Cost per Unit	£6,032	£5,573	£5,785	Marginal reduction due to reduced repairs activity.	£4,396
g. Operating Margin % (Group)	3.5%	5.9% Housing = 24%	1.9% Housing = 23%	Reduction due to impact of Covid 19 on income and staffing costs. Housing margin in line with peer group.	26%
h. Return on Capital Employed (ROCE) % (Group)	1.2%	1.8%	0.7%	Reduction in operating profit due to impact of Covid-19 on income and staffing costs.	2.9%

Performance is benchmarked where data is available and appropriate, against a peer group of 7 West Midlands-based smaller housing associations (between 100-200 units) providing housing for older people or with over 50% of their stock addressing this need. An element of general needs property within a portfolio will lower the headline costs compared to a specialist provider for older people [Sourced from SPBM Small Providers' Benchmarking – West Midlands].

Reinvestment: We undertook minor Capital works on Housing properties in the year, reflecting our commitment to provide safe and affordable accommodation to our tenants. The programme of maintenance and, where appropriate, modernisation of existing stock incorporated changes arising from changes to fire safety regulations.

New supply delivered: BCOP is not currently developing new housing capacity.

Gearing: This metric looks at the percentage of assets supported by debt and the degree of dependence on Debt Finance. BCOP primarily operates as a care provider and any loans are only secured against the Nursing Homes. Although, a "CBIL" loan was approved in 2020, our overall dependency on loan finance was low compared with the peer group median of 29.8% in 2021-22.

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

2. Reporting on Regulatory Metrics (continued)

EBITDA (Group): This relates to the whole group and this showed a reduction due to the continued impact of Covid especially on the Nursing homes (although this was helped in part by the impact of Government grants) and the loss of income from voids. In addition there was higher than anticipated expenditure on agency staff.

MRI Interest Cover: Performance has reduced due to the impact of Covid-19 on occupancy and income levels.

Headline Social Costing per unit: Headline costs have reduced due to limited works carried out during Covid-19, resulting in a reduction by 1% from the prior year. The annual figure of £6,632 per unit is still high compared with the peer group median of £4,396, however, this is an exceptional year with reduced routine maintenance carried out across the social housing sector.

Return on Capital Employed (ROCE) % (Group): This measure indicates the efficient use of resources. The assets and liabilities of the organisation are grouped together i.e. the Nursing Homes and Social Housing provision. As a group, we were impacted by Covid-19 on both income and staffing costs.

Operating Margin: Operating margin held up well in spite of an ageing housing portfolio and was in line with our peer group. However, the Board recognises the need to ensure that we are providing homes to a decent standard for our tenants, ensuring compliance and reflecting our charitable credentials. Most of our schemes were constructed in the 1960s and 1970s and some are reaching the end of their useful existence, with running costs set to increase. In addition, existing building design and configuration may no longer be suitable to the needs of an ageing population in terms of access, mobility and supporting the increasing care needs of some of this age group.

As a responsible social landlord, BCOP has a positive housing operating margin of 23% compared with peer group median of also 23% during of the this Covid 19 period. The Board is continuing to explore further options using the housing stock through the extensive Stock Condition Surveys across all our schemes in 2022-23.

While these actions are ongoing, we have reviewed our lettings process in relation to advertising voids. While the independent units remain popular, particularly the one-bedroom bungalows, the supported living schemes are challenging; demand for these is affected adversely by the condition, size and layout, location, accessibility and amenities. Market feedback indicates that many of these units are smaller and less attractive than other newer schemes located in adjacent areas. The lockdowns and social isolation restrictions also impacted on our ability to re-let properties.

3. VfM and BCOP metrics

Our nursing homes come under the regulation of the Care Quality Commission, though the overheads of the organisation are apportioned across both parts of the organisation. In the following table, we outline key metrics used to measure performance.

Metric	2020-21	2021-22	Target 2022-23
Quality – services receiving a good CQC rating or above (% beds)	100%	100%	100%
Quality – Number of complaints	Nursing – 2 Housing – 4 (1 not closed by year end)	Nursing 15 Housing -1	Reduce from prior year

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

3. VfM and BCOP metrics (continued)

Metric	2020-21	2021-22	Target 2022-23
Quality – carehome.co.uk scores* (Leading care review site for family and friends. Scores out of 10)	ASC 8.7 NWH 9.2 RHH 9.8	ASC 9.3 NWH 9.8 RHH 9.8 (reviews limited in both years due to homes being in lockdown)	Aim for 9.8 for all services
People – staff turnover %	18.5% (Sector average 28.5%, <i>Skills for Care</i> , 2020/21)	43.2% (Due to VCOD & competition from NHS)	Maintain below 35%
People – staff sickness % of total hours	7.7% (includes Covid-19 related sickness absence)	21%	Maintain below 15%
Occupancy level	Nursing – 85.1% Housing – 81.3%	Nursing – 85.8% Housing – 81.6%	94.2% Nursing 85.2% Housing
Overhead costs as % of turnover (Group)	12.85%	14.84%	Peer median is 17.7%
Support Office costs as % of Turnover (Group)	11.6%	13.2%	Just above target of 13%
Repairs/Maintenance	£153,935	£151,172	Under continuous review based on property assessments and stock condition survey

* All our homes retain their 'Good' rating for the year.

Unfortunately, we were not able to run the annual consumer survey for residents, families and tenants due to the Covid-19 pandemic.

In relation to efficiency, our overhead cost as percentage of turnover was lower than the median for the SPBM social housing group, and we will aim to keep below 13% on an ongoing basis.

The majority of our staff are based within the nursing homes. We have one dedicated Housing Manager and four on-site scheme managers within Housing, comprising both full and part-time positions. Our staff are our greatest asset and as a care provider, 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. High staff turnover can also impact negatively upon the continuity and quality of service provision, morale of remaining staff and overall reputation of the organisation. We have particularly struggled to recruit a stable team within one of the nursing homes; however, this has now been resolved and the service should have some stability, which in turn should improve our turnover rates.

3. VfM and BCOP metrics (continued)

Our workforce strategy continues to build upon good practice with the implementation of more effective screening and monitoring of recruitment processes, working with our staff in relation to improving engagement, training and supervision of employees which will ultimately ensure that they are better equipped to meet the future needs of our services.

Staff need to be equipped with the necessary knowledge and skills to ensure that they can perform their duties to a high standard, especially as regulators and commissioners are improving standards all the time. We ensure that our employees receive both statutory and mandatory training facilitated by the greater use of e-learning materials. This applies not just to care staff but to ancillary posts such as housekeeping, kitchen and maintenance staff in the nursing homes as these employees also regularly interact with residents and families and therefore need to understand safeguarding, infection control, the Mental Capacity Act and related areas.

Given the frailty and vulnerability of many of our tenants, BCOP choose to deploy our team of Direct Labour Operatives to lead repair and maintenance work, as they are well known and trusted by our tenants and trained to a high standard.

We benchmark our performance against regional and national providers, including the SPBM, Skills for Care and other appropriate groupings. We are active members of the National Care Forum which is the leading not-for-profit care provider network. We contribute to the various forums and work with the NCF to raise the profile of the Not-for-Profit sector.

Future Plans

The Business Plan for 2018-2023 commits us to:

- Focusing on our social purpose namely, providing care and support for those older people with high level needs and dependency.
- Ensuring that we can sustain the financial longevity of the organisation, focusing on what we are good at, and looking to cease activities that do not add value or distract from our core purpose.
- Prioritise our staff recruitment, recognising that we have an ageing workforce for certain grades and that we need to focus on staff engagement and retention, talent progression and succession planning.

As BCOP has focused on maintaining essential services during the pandemic, at the year end, we are now in a better position to review the future direction of the organisation and our plans for refresh and growth. An extensive Strategy Review Day took place in early 2022. As we emerge from the pandemic, our focus is on stabilising services. The outcome from the day was to rationalise the portfolio and focus on those areas where we are best positioned to offer front line services.

Going concern assessment

In order to consider the appropriateness of the going concern basis, the Trustees review the outcomes of budgets, forecasts and other analysis conducted in respect of the last financial year and they consider risks that could give rise to varying levels of financial exposure, if appropriate mitigating actions were not in place. The charity generates most of its income from a sector under extreme pressure; in a report published in October 2022 the Care Quality Commission said that the "health and care system is in gridlock". Since 2020 the evolving nature of pandemic risk and its impact on services has been significant and it continues to affect occupancy rates and workforce recruitment.

The Board approved a budget for 2022-23 and forecasts for 2023-24 based on appropriate assumptions and forecasts around income streams and expenditure levels. In our budget we assumed that occupancy levels in our services return to pre-pandemic levels by 2022-23 year end. Current evidence is that occupancy is improving but not yet at the rate we had hoped to achieve. The two years to 31 March 2024 will be challenging because of the pressures described above but the financial objective is to achieve a breakeven/modest surplus in that period. The charity's operating environment is significantly affected by UK economic and political pressures but the Trustees have concluded that adequate measures are in place to enable the charity to respond to challenges as they arise.

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Group Strategic Report (continued)
For the Year Ended 31 March 2022

Going concern assessment (continued)

The charity has assessed that it has adequate resources to continue operational activities for at least 12 months from the signing date of these consolidated financial statements and that there are no material uncertainties affecting the going assessment. Indicators that the going concern basis remains appropriate for the preparation of these financial statements include the following: a healthy cash at bank position of £2.2m at 31 March 2022 (this includes a "CBIL" loan which was made available in December 2020), completion of post year-end 5-year fixed rate loans from our bankers to refinance the debts due for repayment, continuing prudent cost control measures, and a focus on improving occupancy.

The Board therefore confirms that it considers it appropriate to prepare these financial statements on the basis that the Group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the guidance published by the UK Financial Reporting Council.

Regulator governance compliance

BCOP has assessed its compliance with the Regulator of Social Housing's Governance and Financial Viability Standard and is compliant.

This Strategic Report prepared under the Companies Act 2006 was approved by the Board on 16 December 2022 and signed on its behalf.



D Sizer
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Report
For the Year Ended 31 March 2022**

The Trustees present their report and the financial statements for the year ended 31 March 2022.

Company status and principal activity

The Trustees submit their report, including the audited consolidated financial statements of Broadening Choices for Older People for the year ended 31 March 2022. This report forms the Directors' report for the purposes of the Companies Act 2006.

Results

The profit for the year, after taxation, amounted to £196,341 (2021 - £720,538).

Trustees

The Trustees, who also form the Board, who served during the year to 31 March 2022 are:

D Sizer (Chair of Board)
J Bennett
N Bradbury
C Cooban (resigned 18 March 2022)
K Halliday (resigned 30 November 2022)
A Jones (Chair of Audit Committee)
G Maidens (resigned 16 June 2021)
T Pattni
V Pritchard-Wilkes
B Toner (resigned 10 June 2022)
N Topping (resigned 18 September 2021)

Under the terms of the statutory guarantee, the Trustees are deemed to be the statutory members and as such have given an undertaking to contribute up to £1 each if called upon to do so.

Going concern

The Board has reviewed the group's budgets and funding requirements and is satisfied that the group is a going concern and it has therefore continued to adopt the going concern basis in preparing the consolidated financial statements.

The Board will continue to manage the financial stability of the organisation by monitoring its operational activities and looking at ways of reducing expenditure and increasing cost effectiveness and value for money.

Further details of the Trustees' going concern assessment is given in the Group Strategic Report.

Qualifying third party indemnity provisions

Professional indemnity insurance is in place for the Trustees.

Matters covered in the Group Strategic Report

The Company has chosen in accordance with section 414C(11) of the Companies Act 2006, to set out in the company's Strategic Report information required by this Schedule to be contained in the Trustees' Report in respect of future developments and financial risk management.

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Trustees' Report (continued)
For the Year Ended 31 March 2022

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as the Trustee is aware, there is no relevant audit information of which the Charity and the Group's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity and the Group's auditors are aware of that information.

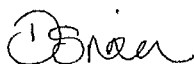
Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditors

The Trustees, having been notified of the cessation of the partnership known as Dains LLP, resolved that Dains Audit Limited be appointed as successor auditor with effect from 1 April 2022. Dains Audit Limited has indicated its willingness to continue in office as auditors and will be proposed for re-appointment as auditors of the Charity at the forthcoming Annual general meeting.

This Trustees' Report, which contains all information required in a Directors' Report by the Companies Act 2006, was approved by the board on 16 December 2022 and signed on its behalf.



D Sizer
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Responsibilities Statement
For the Year Ended 31 March 2022**

The Trustees/Directors are responsible for preparing the Group Strategic Report, the Trustees' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law and registered social housing legislation requires the Trustees/Directors to prepare financial statements for each financial year. Under that law the Trustees/Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Trustees/Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the Group and of the surplus or deficit of the Group for that period.

In preparing these financial statements, the Trustees/Directors are required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees/Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008, the Charities Act 2011, the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and the Accounting Direction for private registered providers of social housing in England 2019. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of Broadening Choices for Older People

Opinion

We have audited the financial statements of Broadening Choices for Older People (the 'parent Charity') and its subsidiaries (the 'Group') for the year ended 31 March 2022, which comprise the Group Statement of comprehensive income, the Group and Charity Statements of financial position, the Group Statement of cash flows, the Group and Charity Statement of changes in reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Charity's affairs as at 31 March 2022 and of the Group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Strategic Report and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 26, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our knowledge and experience of the housing and nursing home sectors;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the financial reporting legislation, Charities Act 2011, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of Broadening Choices for Older People (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the Charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Morris FCA (Senior Statutory Auditor)

for and on behalf of
Dains Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

16 December 2022

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Comprehensive Income
For the Year Ended 31 March 2022

	Note	2022 £	2021 £
Turnover	4	7,657,243	7,662,848
Operating expenditure	4	(7,513,845)	(7,211,107)
Operating surplus	4,9	143,398	451,741
Fair value movements on investments	18	98,832	314,280
Income from listed investments	6	44,968	41,239
Interest receivable and similar income	7	20	275
Interest payable and similar expenses	8	(90,877)	(86,997)
Surplus for the financial year		196,341	720,538
Other comprehensive income/(expense)			
Actuarial gains/(losses) in respect of defined benefit pension scheme	30	33,000	(469,000)
Other comprehensive income/(expense) for the year		33,000	(469,000)
Total comprehensive income for the year		229,341	251,538

The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650

Consolidated Statement of Financial Position
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Housing properties	14	10,051,607	10,151,084
Other tangible assets	17	10,968,286	11,080,038
Investments	18	2,041,073	1,942,241
		<u>23,060,966</u>	<u>23,173,363</u>
Current assets			
Stocks	20	-	27,300
Debtors: amounts falling due within one year	21	199,695	236,107
Cash at bank and in hand	22	2,183,223	2,253,990
		<u>2,382,918</u>	<u>2,517,397</u>
Creditors: amounts falling due within one year	23	<u>(3,962,143)</u>	<u>(1,190,056)</u>
Net current (liabilities)/assets		<u>(1,579,225)</u>	<u>1,327,341</u>
Total assets less current liabilities		<u>21,481,741</u>	<u>24,500,704</u>
Creditors: amounts falling due after more than one year	24	<u>(3,438,728)</u>	<u>(6,555,668)</u>
Net assets excluding pension liability		<u>18,043,013</u>	<u>17,945,036</u>
Defined benefit pension scheme liability	30	<u>(612,000)</u>	<u>(743,364)</u>
Net assets		<u><u>17,431,013</u></u>	<u><u>17,201,672</u></u>
Capital and reserves			
Endowment fund	29	34,329	34,329
Restricted funds	29	1,782,947	1,641,562
Revenue reserve	28	15,613,737	15,525,781
		<u><u>17,431,013</u></u>	<u><u>17,201,672</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 16 December 2022.



D Sizer
Chair



H Gore
CEO

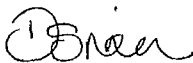
The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650

Charity Statement of Financial Position
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Housing properties	14	9,873,010	9,971,725
Other tangible assets	17	10,968,286	11,080,038
Investments	18	2,041,073	1,942,241
		<u>22,882,369</u>	<u>22,994,004</u>
Current assets			
Stocks	20	-	27,300
Debtors: amounts falling due within one year	21	198,251	236,222
Cash at bank and in hand	22	2,179,726	2,250,410
		<u>2,377,977</u>	<u>2,513,932</u>
Creditors: amounts falling due within one year	23	(4,827,362)	(2,030,593)
Net current (liabilities)/assets		<u>(2,449,385)</u>	<u>483,339</u>
Total assets less current liabilities		<u>20,432,984</u>	<u>23,477,343</u>
Creditors: amounts falling due after more than one year	24	(3,324,880)	(6,440,602)
Net assets excluding pension liability		<u>17,108,104</u>	<u>17,036,741</u>
Defined benefit pension scheme liability	30	(612,000)	(743,364)
Net assets		<u><u>16,496,104</u></u>	<u><u>16,293,377</u></u>
Capital and reserves			
Restricted funds	29	742,609	768,823
Revenue reserve		15,753,495	15,524,554
		<u><u>16,496,104</u></u>	<u><u>16,293,377</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 16 December 2022.


D Sizer
 Chair


H Gore
 CEO

The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated statement of changes in reserves
For the Year Ended 31 March 2022

	Endowment Fund £	Restricted Funds £	Revenue Reserve £	Total £
At 1 April 2020	34,329	1,609,539	15,306,266	16,950,134
Comprehensive income for the year				
Surplus for the year	-	-	720,538	720,538
Actuarial loss in respect of defined benefit pension scheme	-	-	(469,000)	(469,000)
Total comprehensive income for the year	-	-	251,538	251,538
Transfers (Note 29)	-	32,023	(32,023)	-
At 1 April 2021	34,329	1,641,562	15,525,781	17,201,672
Comprehensive income for the year				
Surplus for the year	-	-	196,341	196,341
Actuarial gain in respect of defined benefit pension scheme	-	-	33,000	33,000
Transfers (Note 29)	-	141,385	(141,385)	-
At 31 March 2022	34,329	1,782,947	15,613,737	17,431,013

The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Charity statement of changes in reserves
For the Year Ended 31 March 2022

	Restricted Funds £	Revenue Reserve £	Total £
At 1 April 2020	750,544	15,306,257	16,056,801
Comprehensive income for the year			
Surplus for the year	-	705,576	705,576
Actuarial loss in respect of defined benefit pension scheme	-	(469,000)	(469,000)
	-	236,576	236,576
Total comprehensive income for the year			
Transfers (Note 29)	18,279	(18,279)	-
At 1 April 2021	768,823	15,524,554	16,293,377
Comprehensive income for the year			
Surplus for the year	-	169,727	169,727
Actuarial gain in respect of defined benefit pension scheme	-	33,000	33,000
Transfers (Note 29)	(26,214)	26,214	-
At 31 March 2022	742,609	15,753,495	16,496,104

The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows
For the Year Ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Surplus for the financial year	196,341	720,538
Adjustments for:		
Amortisation of deferred capital grant	(32,997)	(35,886)
Depreciation of tangible assets	267,927	279,849
Profit on disposal of tangible assets	(4,178)	-
Interest payable	90,877	86,997
Investment income and interest receivable	(44,988)	(41,514)
Decrease/(increase) in stocks	27,300	(2,954)
Decrease in debtors	36,412	43,136
(Decrease)/increase in creditors	(109,735)	86,060
Fair value movements on investments	(98,832)	(314,280)
Pension contributions paid	(157,000)	(145,000)
Pension scheme costs	44,636	39,000
Net cash generated from operating activities	<u>215,763</u>	<u>715,946</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(57,520)	(22,405)
Sale of tangible assets	5,000	-
Purchase of listed investments	(87,250)	(302,064)
Sale of listed investments	98,732	217,147
Interest received	20	275
Income from listed investments	44,968	41,239
Net cash from/(used in) investing activities	<u>3,950</u>	<u>(65,808)</u>
Cash flows from financing activities		
Net movement on borrowings	(202,121)	781,114
Loan interest paid	(76,877)	(78,997)
Net cash used in financing activities	<u>(278,998)</u>	<u>702,117</u>
Net (decrease)/increase in cash and cash equivalents	<u>(59,285)</u>	<u>1,352,255</u>
Cash and cash equivalents at beginning of year	2,407,446	1,055,191
Cash and cash equivalents at the end of year	<u><u>2,348,161</u></u>	<u><u>2,407,446</u></u>

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows (continued)
For the Year Ended 31 March 2022

	2022	2021
	£	£
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	2,183,223	2,253,990
Cash on deposit awaiting investment	164,938	153,456
	2,348,161	2,407,446

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Analysis of Net Debt
For the Year Ended 31 March 2022

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	2,253,990	(70,767)	2,183,223
Debt due after 1 year	(3,765,943)	3,083,943	(682,000)
Debt due within 1 year	(146,983)	(2,881,822)	(3,028,805)
	<u>(1,658,936)</u>	<u>131,354</u>	<u>(1,527,582)</u>

The notes on pages 39 to 70 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

1. General information

Broadening Choices for Older People is a private company, limited by guarantee and domiciled and incorporated in England and Wales. It is a Registered Provider of social housing with the Regulator of Social Housing (formerly the Homes & Communities Agency) and a Registered Charity.

The Charity's registered office address and registered numbers are set out in the Charity Information page.

The Charity's and the Group's principal activities are the provision of nursing care and the management of accommodation for older people.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP), including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102"), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and they comply with the Accounting Direction for Private Registered Providers of Social Housing 2019. They have been prepared under the historical cost convention modified to include investments at fair value and on the Going Concern basis as set out in the Strategic Report and the Trustees' Report.

Broadening Choices for Older People meets the definition of a public benefit entity under FRS102.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Charity and its own subsidiaries ("the Group") as if they form a single entity.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, contingent consideration and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at fair value at the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

Where acquisitions are in substance a gift of one business or another, the fair value of the gifted asset is accounted for as a donation in the year of acquisition within the Consolidated Statement of Comprehensive Income.

All intra-Group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. All financial statements are made up to 31 March. All Group entities adopt consistent accounting policies.

2. Accounting policies (continued)

2.3 Going concern

The Board confirms that these financial statements are prepared on the basis that the group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the Guidance published by the UK Financial Reporting Council.

Comments regarding the assessment made are given in the group strategic report. In this note the trustees confirm that;

1. the bank loans shown as due for repayment within one year (note 23) have been refinanced since the year end with a new 5-year fixed rate loan facility from the charity's existing bankers;
2. although the 2022-23 financial year will be challenging, there are no material uncertainties that cast significant doubt on the charity's ability to continue as a going concern; and
3. reasonable assumptions have been used in preparing the budget for 2022-23 and the forecast for 2023-24.

2.4 Turnover

Turnover comprises rental income, service charges, and fees receivable from housing activities and nursing homes, income receivable from day centres, catering activities, and management of schemes, and legacies and donations receivable.

Legacies are included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. In addition, where the entitlement and probability criteria have been met, but the monetary value is not completely certain, the Group makes estimates and assumptions concerning the value.

2.5 Government grants

Government grants include grants receivable from Homes England (formerly the Homes & Communities Agency), Local Authorities and other government bodies.

Grants are accounted under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

Government grants received for housing properties are recognised in the Consolidated Statement of Comprehensive Income over the useful economic life of the structure of the housing asset and, where applicable, the individual components of the structure (excluding land) under the accruals model. The deferred element of grants is included in creditors as deferred income.

2.6 Income from listed investments

Income from listed investments is included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

2.7 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2. Accounting policies (continued)

2.8 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.9 Apportionment of management expenses

Direct employee, administration, and operating costs are apportioned between the operations which generate income, on the basis of the costs of the staff to the extent that they are directly engaged in each of the operations dealt with in these financial statements.

2.10 VAT

The Charity was deregistered for VAT with effect from 1 October 2014. Therefore all expenditure is shown inclusive of VAT.

2.11 Housing properties and Nursing home properties

Housing properties and Nursing home properties are stated at historical cost less accumulated depreciation and impairment losses where applicable. Historical cost includes the cost of acquiring land and buildings and expenditure that is directly attributable to the initial equipping of the Group's properties necessary for them to be capable of operating in the manner intended by management, including interest costs on related loans and freehold and leasehold costs.

The Group separately identifies the major components to its housing properties and nursing home properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Freehold – Land	Nil
Freehold – Structure	60-100
Leasehold – Land & Structure	Over remaining lease term
Assets under construction	Nil
Windows	30
Kitchens	15
Bathrooms	15
Roofs	35 to 75

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that enhance the economic benefits of the assets, are capitalised as improvements. Such enhancements can occur if improvements result in either:

- An increase in rental income;
- A material reduction in future maintenance costs;
- A significant extension to the life of the property.

2. Accounting policies (continued)

2.12 Other tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Individual fixed assets costing £2,000 or greater are normally capitalised.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line and reducing balance methods.

Depreciation is provided on the following bases:

Leasehold improvements & office equipment	- 20% straight-line or period of lease if shorter
Motor vehicles	- 33% reducing balance
Nursing and Sheltered Housing fixtures and equipment	- 10% - 50% straight-line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in the Consolidated Statement of Comprehensive Income for the period.

2.14 Stocks

Stocks relate to small tools and are stated at cost.

2.15 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.16 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2. Accounting policies (continued)

2.17 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.18 Financial instruments

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and loans from group undertakings.

2.19 Reserves

Revenue reserves represent those resources which may be used towards meeting any of the charitable objects of the Group at the discretion of the Board.

Restricted funds comprise all funds received with restrictions imposed by the funder/donor.

The endowment fund comprises property of the Group which the Board may not spend as if it were income. It must be held permanently, but can be used in furthering the Group's purposes or to produce an income for the Group.

2.20 Taxation

The Charity is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 2 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.21 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2. Accounting policies (continued)

2.22 Employee benefits and pensions

The costs of short-term employee benefits are recognised as a liability and an expense.

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust. The Social Housing Pension Scheme (SHPS) scheme is a multi-employer scheme which provides benefits to some 500 non-associated employers. The Pension Trust Growth Plan is also a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers.

Defined Benefit Scheme

These schemes were open to any employees who wished to join them. However no new members have joined the schemes since 2016. The deficit on the schemes is reported as a Net Defined Benefit Pension Scheme Obligation in the Statement of Financial Position (Balance Sheet).

The net defined benefit obligation represents the present value of the defined benefit obligation minus the fair value of scheme assets out of which obligations are to be settled. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost (Note 11). Net interest on the net defined benefit liability comprises the interest cost on the defined benefit obligations and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligation. These amounts are recognised within net income/expenses (Note 8). Actuarial gains and losses and the difference between the interest income on scheme assets and the actual return on scheme assets are recognised as actuarial gains/losses within Other Comprehensive Income or Expense.

Defined Contribution Scheme

The amounts charged as expenditure represent the contributions payable by the Group in the year.

2.23 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Defined Benefit Pension Scheme liabilities

The Group, through the use of a scheme actuary as a management expert, assesses the assets and liabilities of the scheme, and hence the net liability at each year end using a number of key assumptions including mortality rates, discount rates, inflation and salary growth in order to establish the fair value of the assets and liabilities at the balance sheet date. Further information in relation to the assumptions used to evaluate the deficit as at 31 March 2022 is set out in Note 30 to the financial statements.

Economic Life of Assets

An estimation of the useful economic life of the Group's assets is made by management and disclosed within the Accounting Policies. This impacts the annual charge for the depreciation of these assets. The relevant assets and depreciation are set out in Notes 14 and 17 to the financial statements.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for any current and former tenants and against any sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of any provision is based on historical experience and future expectations. The amounts involved are disclosed in Note 21 to the financial statements.

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4. Particulars of turnover, operating expenditure and operating surplus/(deficit)

	Turnover 2022 £	Operating expenditure 2022 £	Operating surplus / (deficit) 2022 £	Turnover 2021 £	Operating expenditure 2021 £	Operating surplus / (deficit) 2021 £
Social housing lettings (see note 5)	1,296,503	(994,813)	301,690	1,281,736	(971,978)	309,758
Non-social housing activities:						
Nursing homes*	5,965,232	(6,098,473)	(133,241)	5,864,562	(5,768,723)	95,839
Donations and legacies	32,674	(5,762)	26,912	68,859	(6,111)	62,748
Other activities	7,249	(59,212)	(51,963)	14,326	(30,930)	(16,604)
Subtotal excluding government grants	7,301,658	(7,158,260)	143,398	7,229,483	(6,777,742)	451,741
Government grants	355,585	(355,585)	-	433,365	(433,365)	-
Total including government grants	7,657,243	(7,513,845)	143,398	7,662,848	(7,211,107)	451,741

* Included within the deficit of £133,241 for nursing homes is a write back of old credit balances totalling £56,092 (2021 - £Nil). The deficit on nursing homes arises due to the impact of Covid-19 and low occupancy levels.

Government grant income relates to claims made to the various government support schemes in response to the Covid-19 outbreak.

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Notes to the Financial Statements
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5. Particulars of income and expenditure from social housing lettings

	2022 £	2021 £
Group		
Rent receivable net of identifiable service charges	685,130	678,470
Service charge income	578,376	567,380
Net Rental Income and Turnover from Social Housing Lettings	1,263,506	1,245,850
Amortisation of Government grants	32,997	35,886
Net Income and Turnover from Social Housing Lettings	1,296,503	1,281,736
Management	(430,943)	(403,990)
Services	(254,094)	(278,028)
Routine Maintenance	(182,758)	(153,935)
Depreciation of housing properties	(127,018)	(136,025)
Operating expenditure on social housing lettings	(994,813)	(971,978)
Operating surplus on social housing lettings	301,690	309,758

The void costs for 2022 were £316,480 (2021 - £289,142).

6. Income from listed investments

	2022 £	2021 £
Income from listed investments	44,968	41,239

7. Interest receivable and similar income

	2022 £	2021 £
Deposit account interest receivable	20	275

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8. Interest payable and similar expenses

	2022 £	2021 £
Loan interest payable	76,877	75,687
Financing costs	-	3,310
Net interest expense in respect of defined benefit pension scheme (Note 30)	14,000	8,000
	<u>90,877</u>	<u>86,997</u>

9. Operating surplus

The operating surplus is stated after charging/(crediting) the following:

	2022 £	2021 £
Depreciation of properties	249,676	255,034
Depreciation of other tangible assets	18,251	24,815
Amortisation of government grants	(32,997)	(35,886)
Operating lease charges - other	31,166	23,087
Operating lease charges - land and buildings	75,901	75,775
	<u>75,901</u>	<u>75,775</u>

10. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Group's auditor for the audit of the Group's annual financial statements	<u>19,848</u>	<u>18,900</u>
Fees payable to the Group's auditor in respect of:		
All other services	<u>3,780</u>	<u>3,600</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2022

11. Employees

Staff costs were as follows:

	Group 2022 £	Group 2021 £
Wages and salaries	4,438,145	4,436,168
Social security costs	352,891	342,977
Defined contribution pension scheme costs	90,031	139,266
Defined benefit pension scheme - current service cost	40,000	34,000
	<u>4,921,067</u>	<u>4,952,411</u>

The average monthly number of employees during the year was as follows:

	2022 No.	2021 No.
Support Office	13	15
Nursing Homes	213	216
Repairs and Maintenance	4	4
	<u>230</u>	<u>235</u>

The average number of employees in the year expressed as full-time equivalents was as follows:

	2022 No.	2021 No.
Support Office	13	13
Nursing homes	196	181
Repairs and Maintenance	4	4
	<u>213</u>	<u>198</u>

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Notes to the Financial Statements
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12. Key management personnel

Key management personnel includes the Board, the Chief Executive and senior management.

Their emoluments consist of salary and the value attributed to benefits in kind.

	2022 £	2021 £
Key management remuneration		
Aggregate of emoluments	177,762	164,950
Aggregate of pension contributions	12,150	11,210
	<u>189,912</u>	<u>176,160</u>
	2022 £	2021 £
Highest paid Trustee - Chief Executive		
Aggregate of emoluments	79,845	73,426
Aggregate of pension contributions	9,269	8,522
	<u>89,114</u>	<u>81,948</u>

No employee, other than the Chief Executive, received emoluments above £60,000. No fees or remuneration were payable to the Board. Expenses for members of the Board which were not subject to income tax were £Nil (2021 - £Nil).

The Chief Executive is an ordinary member of the Social Housing Pension Scheme and no enhanced or special terms apply. No contributions are made to any individual pension arrangement of the Chief Executive.

No other member of the Board is a member of the Social Housing Pension Scheme (2021 - none).

13. Parent charity profit for the year

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The surplus after tax of the parent Charity for the year was £169,727 (2021 - £705,576).

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Notes to the Financial Statements
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14. Tangible Fixed Assets - Housing Properties

Group

	Freehold Properties £	Leasehold Properties £	Total £
Cost			
At 1 April 2021	11,931,236	1,225,480	13,156,716
Additions	29,597	-	29,597
At 31 March 2022	11,960,833	1,225,480	13,186,313
Amortisation			
At 1 April 2021	2,193,476	812,156	3,005,632
Charge for the year on owned assets	112,046	17,028	129,074
At 31 March 2022	2,305,522	829,184	3,134,706
Net book value			
At 31 March 2022	9,655,311	396,296	10,051,607
At 31 March 2021	9,737,760	413,324	10,151,084

Included in Freehold Properties above is freehold land of £2,350,966 (2021 - £2,350,966) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2021 - £46,720). Included within freehold properties are costs incurred of £32,219 (2021 - £32,219) relating to shared ownership properties.

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Notes to the Financial Statements
For the Year Ended 31 March 2022

14. Tangible Fixed Assets - Housing Properties (continued)

Charity

	Freehold Properties £	Leasehold Properties £	Total £
Cost			
At 1 April 2021	11,738,933	1,225,480	12,964,413
Additions	29,597	-	29,597
At 31 March 2022	11,768,530	1,225,480	12,994,010
Amortisation			
At 1 April 2021	2,178,785	813,903	2,992,688
Charge for the year	111,284	17,028	128,312
At 31 March 2022	2,290,069	830,931	3,121,000
Net book value			
At 31 March 2022	9,478,461	394,549	9,873,010
At 31 March 2021	9,560,148	411,577	9,971,725

Included in Freehold Properties above is freehold land of £2,230,966 (2021 - £2,230,966) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2021 - £46,720). Included within freehold properties are costs incurred of £32,219 (2021 - £32,219) relating to shared ownership properties.

15. Number of units

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Number of units owned and managed				
Nursing and residential home bed spaces	130	130	130	130
Housing accommodation	150	150	144	144
Shared ownership	2	2	2	2
Managed on behalf of others	10	10	16	16
	292	292	292	292

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16a. Expenditure on works to existing housing properties

Expenditure on works to existing housing properties include the following:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Improvement work capitalised	29,597	6,994	29,597	6,994
Amounts charged to Statement of Comprehensive Income	178,194	153,935	178,194	153,935
	<u>207,791</u>	<u>160,929</u>	<u>207,791</u>	<u>160,929</u>

16b. Social Housing Assistance

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Capital grants received for social housing assistance	3,432,749	3,432,749	3,294,548	3,294,548
	<u>3,432,749</u>	<u>3,432,749</u>	<u>3,294,548</u>	<u>3,294,548</u>

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For the Year Ended 31 March 2022

17. Other tangible assets

Group

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2021	12,844,709	744,875	102,774	145,204	13,837,562
Additions	27,923	-	-	-	27,923
Disposals	-	-	(9,610)	-	(9,610)
At 31 March 2022	12,872,632	744,875	93,164	145,204	13,855,875
Depreciation					
At 1 April 2021	1,835,669	717,786	100,468	103,601	2,757,524
Charge for the year on owned assets	120,602	9,691	490	8,070	138,853
Disposals	-	-	(8,788)	-	(8,788)
At 31 March 2022	1,956,271	727,477	92,170	111,671	2,887,589
Net book value					
At 31 March 2022	10,916,361	17,398	994	33,533	10,968,286
At 31 March 2021	11,009,040	27,089	2,306	41,603	11,080,038

Included in Nursing home properties above is freehold land of £2,286,640 (2021 - £2,286,640) which is not depreciated.

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17. Other tangible assets (continued)

Charity

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2021	12,844,709	394,766	102,774	106,391	13,448,640
Additions	27,923	-	-	-	27,923
Disposals	-	-	(9,610)	-	(9,610)
At 31 March 2022	12,872,632	394,766	93,164	106,391	13,466,953
Depreciation					
At 1 April 2021	1,835,669	367,677	100,468	64,788	2,368,602
Charge for the year on owned assets	120,602	9,691	490	8,070	138,853
Disposals	-	-	(8,788)	-	(8,788)
At 31 March 2022	1,956,271	377,368	92,170	72,858	2,498,667
Net book value					
At 31 March 2022	10,916,361	17,398	994	33,533	10,968,286
At 31 March 2021	11,009,040	27,089	2,306	41,603	11,080,038

Included in Nursing home properties above is freehold land of £2,286,640 (2021 - £2,286,640) which is not depreciated.

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18. Investments - Group and Charity

	2022 £	2021 £
Listed investments - valuation		
At 1 April	1,788,785	1,389,588
Additions	87,250	302,064
Disposals	(98,732)	(217,147)
Movement in fair value	98,832	314,280
At 31 March	1,876,135	1,788,785
	2022 £	2021 £
Listed investment comprise:		
Fixed interest securities	323,034	344,070
Equities and Alternative Investments	1,553,101	1,444,715
Total	1,876,135	1,788,785
	2022 £	2021 £
Other investments		
Cash on deposit awaiting investment	164,938	153,456
Total Investments	2,041,073	1,942,241
The fair values of the listed equity investments are based on quoted market prices for the equity shares using the bid price at year end.		
	2022 £	2021 £
Investments held at fair value - historic cost	1,549,744	1,558,473

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19. Investments - Charity

Subsidiary undertakings

	2022 £	2021 £
Investments in audit exempt subsidiaries comprise:		
BCOP Services Limited - Company No. 06956792	1	1
Emma Ball and Rolason Almshouses - Charity No. 246857	-	-
Pargeter and Wand Trust - Charity No. 210725	-	-
	<u>1</u>	<u>1</u>

The registered offices of the subsidiaries are as stated in the Charity Information page. Other than BCOP Services Limited, they are audit exempt, unincorporated charitable trusts.

BCOP Services Limited is a dormant company.

In 2012/13, the Charity became sole Trustee and thereby assumed control of the Emma Ball and Rolason Almshouses, an almshouse charity. The charity provides 6 almshouse residences.

On 1 March 2015, the Charity became sole Trustee and thereby assumed control of The Pargeter and Wand Trust for £Nil consideration. Pargeter and Wand Trust is a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

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Notes to the Financial Statements
For the Year Ended 31 March 2022

20. Stocks

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Small tools	-	27,300	-	27,300

Stock of £27,300 (2021 - £Nil) has been written off during the year, due to its condition.

21. Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Rent and service charge debtors	129,580	290,330	128,496	289,693
Less: bad debt provision	(7,242)	(131,437)	(7,242)	(131,437)
	122,338	158,893	121,254	158,256
Prepayments and accrued income	77,357	77,214	76,997	77,966
	199,695	236,107	198,251	236,222

22. Cash at bank and in hand

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Cash at bank and in hand	2,183,223	2,253,990	2,179,726	2,250,410

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23. Creditors: Amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans	3,028,805	146,983	3,028,805	146,983
Trade creditors	184,244	155,793	184,244	155,793
Amounts owed to group undertakings	-	-	868,683	841,755
Other taxation and social security	-	74,758	-	74,758
Accruals and other creditors	710,752	774,047	708,506	774,047
Funds held for third parties	-	133	-	133
Deferred capital grants (Note 26)	38,342	38,342	37,124	37,124
	3,962,143	1,190,056	4,827,362	2,030,593

Details of security for the bank loans are given in Note 24.

24. Creditors: Amounts falling due after more than one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans	682,000	3,765,943	682,000	3,765,943
Deferred capital grant (Note 26)	2,756,728	2,789,725	2,642,880	2,674,659
	3,438,728	6,555,668	3,324,880	6,440,602

Included within bank loans is a loan of £884,000 (2021:£930,000) obtained via the Coronavirus Business Interruption Loan Scheme. As part of this loan, the government will pay any arrangement fees and interest for the first 12 months. Interest then accrues on a floating rate basis at a margin of 3.02 per cent per annum above Base Rate.

The other bank loans are secured through fixed and floating charges given by Broadening Choices for Older People on 29 November 2017 and are due to mature on 29 November 2022. The fixed charges are against properties at Robert Harvey House and Anita Stone Court. The fixed rate basis term loan accrues interest at 2.82 per cent and the floating rate basis term loan accrues interest at 1.48 per cent above the Bank of England base rate as at 31 March 2022. The properties are included in Notes 14 and 17 in Housing freehold properties (Anita Stone Court Assisted Living), and Nursing home properties.

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Notes to the Financial Statements
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25. Loans

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts falling due within one year				
Bank loans	3,028,805	146,983	3,028,805	146,983
Amounts falling due 1-2 years				
Bank loans	186,000	341,548	186,000	341,548
Amounts falling due 2-5 years				
Bank loans	496,000	3,300,395	496,000	3,300,395
Amounts falling due after more than 5 years				
Bank loans	-	124,000	-	124,000
	<u>3,710,805</u>	<u>3,912,926</u>	<u>3,710,805</u>	<u>3,912,926</u>

26. Deferred Capital Grant

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
As at 1 April	2,828,067	2,863,953	2,711,782	2,746,450
Released in year	(32,997)	(35,886)	(31,778)	(34,668)
At 31 March	<u>2,795,070</u>	<u>2,828,067</u>	<u>2,680,004</u>	<u>2,711,782</u>

The deferred capital grant estimated release is phased as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
For release in less than one year	38,342	38,342	37,124	37,124
For release in more than one year	2,756,728	2,789,725	2,642,880	2,674,659
	<u>2,795,070</u>	<u>2,828,067</u>	<u>2,680,004</u>	<u>2,711,783</u>

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Notes to the Financial Statements
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27. Financial instruments

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Financial assets				
Debt instruments measured at amortised cost	199,695	263,407	198,251	263,522
Instruments measured at fair value through income and expense	1,876,135	1,788,785	1,876,135	1,788,785
	<u>2,075,830</u>	<u>2,052,192</u>	<u>2,074,386</u>	<u>2,052,307</u>
Financial liabilities				
Measured at amortised cost	(4,605,801)	(4,917,657)	(5,479,412)	(5,759,412)

28. Company status

The company is limited by guarantee and as such does not have share capital. Under the terms of the statutory guarantee, the Board are deemed to be statutory Members and as such have given an undertaking to contribute up to £1 each if called upon to do so. There are 8 such members at 31 March 2022 (11 at 31 March 2021).

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29. Restricted Reserves

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2022			
Endowment fund	34,329	-	34,329
Other Restricted	1,641,562	141,385	1,782,947
Total	1,675,891	141,385	1,817,276

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Group 2021			
Endowment fund	34,329	-	34,329
Other Restricted	1,609,539	32,023	1,641,562
Total	1,643,868	32,023	1,675,891

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2022			
Other Restricted	768,823	(26,214)	742,609
Total	768,823	(26,214)	742,609

	Opening balance £	Transfers from revenue reserve £	Closing balance £
Charity 2021			
Other Restricted	750,544	18,279	768,823
Total	750,544	18,279	768,823

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2022

29. Restricted Reserves (continued)

Other restricted reserves - 2022 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Transfers to reserves £	Closing Balance £
Robert Harvey Sensory Street	1,100	-	-	-	1,100
Anita Stone Court	7,708	-	-	-	7,708
Rhodes Trust	726,809	15,990	(43,767)	-	699,032
Belsize	31,139	2,200	(437)	-	32,902
Mrs Jolly's	2,067	-	(200)	-	1,867
Charity	768,823	18,190	(44,404)	-	742,609
Pargeter and Wand Trust	303,533	6,678	(3,873)	-	306,338
Emma Ball and Rolason Almshouses	569,206	33,910	(11,320)	142,204	734,000
Group	1,641,562	58,778	(59,597)	142,204	1,782,947

Restricted reserves comprise:

- Robert Harvey House Sensory Street - Income and expenditure restricted to the development of Sensory Street experience.
- Anita Stone Court - Income and expenditure restricted to the development of the Anita Stone development.
- Rhodes, Belsize and Mrs Jolly's Trusts. The use of funds for these charities is as follows:
 - o The Rhodes Trust is constituted as a special trust with funds to support the provision of homes for older people in necessitous circumstances.
 - o The Belsize Charitable Trust is a part of a fund to support charities to provide small grants of up to £250 to older people aged 60 or over, towards the purchase of household appliances.
 - o Mrs Jolly's Gentlefolks Charity is restricted to the allocation of small grants to assist people who are unable to maintain themselves by reason of age or ill-health.
- Pargeter and Wand Trust - a grant giving registered Charity which pays annuities to women of the age of 55 or over, who have never married and who are living in condition of need, hardship or distress.
- Emma Ball and Rolason Almshouses - an almshouse charity providing six almshouse residences, and a restricted fund to update and maintain the scheme, and support individual almspeople.

The transfer from unrestricted reserves to Emma Ball and Rolason Almshouses restricted reserves reflected above arose from a reconciliation of amounts shown in the subsidiary financial statements.

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2022

29. Restricted Reserves (continued)

Other restricted reserves - 2021 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	711,630	15,279	(100)	726,809
Belsize	28,039	3,100	-	31,139
Mrs Jolly's	2,067	-	-	2,067
Charity	750,544	18,379	(100)	768,823
Pargeter and Wand Trust	301,523	6,783	(4,773)	303,533
Emma Ball and Rolason Almshouses	557,472	25,173	(13,439)	569,206
Group	1,609,539	50,335	(18,312)	1,641,562

30. Pension commitments

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust.

Defined Contribution Scheme

The assets of this scheme are held separately from those of the Group and are administered separately from the assets of the Defined Benefit Schemes.

The pension charge represents contributions payable by the Group to the funds during the year and amounted to £90,000 (2021 - £139,000).

Defined Benefit Schemes

The Charity participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man-standing arrangement'. Therefore the Charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2021. The liability figures from this valuation were rolled forward for accounting year-ends from 31 March 2022.

The liabilities are compared, at the relevant accounting date, with the Charity's fair share of the Scheme's total assets to calculate the Charity's net deficit or surplus.

The assets of both Defined Benefit Schemes are held separately from those of the Group and are administered separately from each other and the assets of the Defined Contribution Scheme.

Pension contributions totalling £39,000 were due to the fund as at 31 March 2022 (2021 - £36,000).

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

30. Pension commitments (continued)

Reconciliation of present value of plan liabilities:

	2022	2021
	£000	£000
At the beginning of the year	4,493	3,893
Current service cost	40	34
Administrative expenses	5	5
Interest cost	94	93
Member contributions	11	12
Benefits paid	(140)	(153)
Actuarial losses/(gains) due to scheme experience	177	(187)
Actuarial (gains)/losses due to changes in demographic assumptions	(77)	18
Actuarial (gains)/losses due to changes in financial assumptions	(298)	778
At the end of the year	4,305	4,493

Reconciliation of present value of plan assets:

	2022	2021
	£000	£000
At the beginning of the year	3,750	3,521
Interest income	80	85
Experience on plan assets (excluding amounts included in interest income)		
- (loss)/gain	(165)	140
Employer contributions	157	145
Member contributions	11	12
Benefits paid	(140)	(153)
At the end of the year	3,693	3,750

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2022

30. Pension commitments (continued)

Composition of plan assets:

	2022	2021
	£000	£000
Global Equity	708	598
Absolute Return	148	207
Distressed Opportunities	132	108
Credit Relative Value	123	118
Alternative Risk Premia	122	141
Emerging Markets Debt	107	151
Risk Sharing	122	137
Insurance-Linked Securities	86	90
Property	100	78
Infrastructure	263	250
Private Debt	95	89
Opportunistic Illiquid Credit	124	95
High Yield	32	112
Opportunistic Credit	13	103
Cash	13	-
Corporate Bond Fund	246	222
Liquid Credit	-	45
Long Lease Property	95	74
Secured Income	138	156
Liability Driven Investment	1,030	953
Currency Hedging	(14)	-
Net Current Assets	10	23
Total plan assets	3,693	3,750
	2022	2021
	£000	£000
Defined benefit pension scheme liability		
Fair value of plan assets	3,693	3,750
Present value of plan liabilities	(4,305)	(4,493)
Net pension scheme liability	(612)	(743)

30. Pension commitments (continued)

The amounts recognised in the Consolidated Statement of Comprehensive Income (SOCl) were as follows:

	2022 £000	2021 £000
Current service cost	40	34
Net interest expense	14	8
Administrative expenses	5	5
Defined benefit costs recognised in SOCI	59	47

The amounts recognised in Other Comprehensive Income (OCI) were as follows:

	2022 £	2021 £
Experience on plan assets (excluding amounts included in interest income) - (losses)/gains	(165)	140
Actuarial (losses)/gains due to scheme experience	(177)	187
Actuarial gains/(losses) due to changes in demographic assumptions	77	(18)
Actuarial gains/(losses) due to changes in financial assumptions	298	(778)
Gains/(losses) recognised in OCI	33	(469)

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

30. Pension commitments (continued)

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	2022	2021
	%	%
Discount rate	2.79	2.12
Future salary increases	4.23	3.84
Inflation (RPI)	3.66	3.31
Inflation (CPI)	3.23	2.84
Mortality rates		
- for a male aged 65 now	21.1 years	21.6 years
- at 65 for a male aged 45 now	22.4 years	22.9 years
- for a female aged 65 now	23.7 years	23.5 years
- at 65 for a female member aged 45 now	25.2 years	25.1 years

31. Commitments under operating leases

At 31 March 2022 the Group and the Charity had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£	£	£	£
Not later than 1 year	73,500	83,069	73,500	83,069
Later than 1 year and not later than 5 years	12,682	45,963	12,682	45,963
	86,182	129,032	86,182	129,032

32. Other financial commitments

At 31 March 2022 the Group and Charity have planned, but not contracted for, capital works totalling £66,500 (2021 - £123,200) which are not provided for in these financial statements.

33. Related party transactions

Group and Charity

The Charity had two Board members who acted as Trustees to the charity Wiggin Cottage Homes for which the Charity acts as the managing agent. The management fee charged in the year was £4,740 (2021 - £5,171). At the year end £142,965 (2021 - £114,700) was owed to Wiggin Cottage Homes. During the year, interest of £2,523 (2021 - £Nil) was paid on this loan.

The Charity pools surplus funds with its subsidiaries to easily manage the Group's investment portfolio. Interest is charged on the loans at the Group's deposit rate. At the year end the Charity has balances due to subsidiaries of £868,683 (2021 - £841,755).

Accounts

Registered number: 03685650
Charity number: 1074954

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated financial statements

For the Year Ended 31 March 2021



Broadening Choices for Older People
(A Company Limited by Guarantee)

Charity Information

Trustees	B Toner (Chair of Board) C Cooban (Chief Executive) N Topping (Chair of Operations Committee) A Jones (Chair of Audit Committee) K Halliday G Maidens (resigned 16 June 2021) N Bradbury J Bennett V Pritchard-Wilkes (appointed 25 November 2020) T Pattni (appointed 25 November 2020) D Sizer (appointed 25 November 2020)
Company secretary	C Cooban
Registered number	03685650
Registered office	7-8 Imperial Court 12 Sovereign Road Kings Norton Birmingham B30 3FH
Independent auditors	Dains LLP 15 Colmore Row Birmingham B3 2BH
Bankers	Royal Bank of Scotland plc 57 Calthorpe Road Edgbaston Birmingham B15 1TT Barclays Bank plc 6th Floor 1 Snowhill Birmingham B4 6GN
Website	www.bcop.org.uk
Charity number	1074954
Regulator of social housing registration number	L4218

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

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**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report
For the Year Ended 31 March 2021**

Company status and principal activity

The company is limited by guarantee and is also a Registered Provider of Social Housing and a registered charity. Broadening Choices for Older People (BCOP) was founded in 1946 to meet the needs of older people in the immediate post-war period.

The charity is administered in accordance with the Memorandum and Articles of Association dated 28th November 2019. The main objects of the charitable company are to provide and manage accommodation, care and support services for older people in necessitous circumstances, and to make donations in line with our charitable objects. We operate nursing homes and we also own and manage accommodation for older people, including supported housing and properties for independent living.

BCOP is a corporate trustee of The Rhodes Almshouses which is a grant giving, linked registered Charity (1074954). As it is a special trust, the results and assets and liabilities of The Rhodes Almshouses are incorporated within BCOP's own financial statements. The Group comprises two other smaller charities and BCOP Services Limited - a company incorporated in England and Wales which has been dormant since incorporation. The charities are: 1) Emma Ball and Rolason Almshouses registered Charity (246857), an almshouse charity providing six almshouse residences; and 2) The Pargeter and Wand Trust, a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

Purpose

BCOP provides housing and nursing 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 60 (or 55 at specific housing schemes, or individuals with a form of disability). We provide a home to 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.

The Board has taken into account the Charity Commission's guidance on public benefit when reviewing BCOP's aims, objectives and activities.

Legal and policy context

BCOP is governed by the Regulator of Social Housing's regulation and standards, Charity Commission rules, the Companies Act, the Care Quality Commission, and the regulatory frameworks for service commissioners.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Covid-19

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. The West Midlands was one of the worst affected regions in England during the initial Coronavirus outbreak in spring 2020 and, sadly, care and nursing homes bore the brunt of the crisis throughout the pandemic.

Throughout 2020-21, we made rapid adjustments to our services in response to the pandemic. BCOP moved swiftly to lockdown on 13th March 2020 following an early report of suspected Covid-19 in one of our homes, almost a fortnight before the official government guidance to do so. With the goodwill and understanding of residents and families, we closed the nursing homes to external visitors, implementing enhanced infection control measures, following regulatory requirements and reviewing risk assessments and policies in light of the rapidly evolving and often contradictory government, Public Health England and Local Health Protection Team guidance. We prioritised bed-side care as we had to limit family visiting to the nursing homes unless for end of life visits. We independently sourced significant quantities of Personal Protective Equipment (PPE) as our needs had increased substantially at a time when our usual supply lines were becoming increasingly disrupted. During the year, we rolled out testing for residents and staff, responded to subsequent outbreaks and lockdowns, and once available, promoted Covid-19 vaccination for all. Similarly, we had to support lockdown measures in the older persons' housing schemes.

Our priority was to keep everyone safe. While sadly, we lost a number of residents to Covid-19, we had a recovery rate of 75% among residents following the first outbreak, and managed to confine transmission of infection during the second and third lockdowns. The gradual opening up of family visiting through the use of pods, and increasingly through essential carer and nominated visitor status was very welcome in order to support the emotional and physical wellbeing of residents.

The Board wish to acknowledge the tremendous sacrifice made by our residents, families, staff and supporters throughout the ongoing pandemic. We are very mindful of the impact of restrictions upon individual residents and their families, and pay tribute to the remarkable resilience shown by relatives. We are also extremely proud and grateful for the fortitude, compassion and care shown by staff under extremely difficult organisational, team and personal circumstances. They have worked diligently to maintain person-centred care and foster a sense of 'normality' for residents, many of whom have some form of dementia.

While the organisation focused on essential operations, the Board convened virtually and more frequently in order to gain assurance that the organisation was meeting its objectives, making effective decisions to ensure financial viability, and assessing and responding to risks in a timely manner. Subject to the continued effects of the Covid-19 pandemic, Trustees remain confident that the actions taken will enable the organisation to remain a sustainable service with an increasing focus on the delivery of strategic projects to ensure the charity's future development.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Our vision, mission, values and strategic objectives

Our Vision and Mission:

Making a difference every day, through everything we do, to enrich older people's lives by treating each person as the amazing individual they are, always helping them to feel cared for and respected.

Our core 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, be they residents, their families or our staff.
- **Working together to provide the best possible support:** As a team, we listen to and respect everyone.
We work together with residents and their families as well as external supporting organisations.
- **Adapting to our residents' needs:** To deliver person-centred care, we must be flexible and open-minded about our current approach to delivering care – this could mean learning new skills or developing new ones, or adapting existing practices to enhance the care of a particular resident.
- **Little Things Matter:** We're all different and our individuality makes our community special. We recognise and act on the little things, as these often make all the difference.

Our Strategic Priorities:

During 2020-2021, the Board continued to focus on its five year strategy for 2018-2023. The strategic objectives are framed around Strong Social Purpose, Strong Social Business and Strong Performance in order to future-proof the organisation.

BCOP's core business is in providing care: this accounts for around 83% of our turnover and is our key strength in an increasingly challenging and competitive market place.

BCOP's principal activities and objectives to help improve later life include:

- Operating homely nursing homes and providing good quality care to residents. Our three nursing homes offer a wide spectrum of care including high dependency nursing, dementia care and end-of-life care provision. We also 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.
- Balancing social needs by combining funding from public sector with contributions from individuals.
- Working in partnership with like-minded organisations to have a wider impact in the community.
- Responding to individual need and frailty as opposed to chronological age, but ultimately seeing the person first, and not their condition, as the guiding principle in offering person-centred care.

Our ambitions are to:

- Help address the issues that older people face, namely, health and care concerns, loneliness and financial insecurity by examining our service offerings and improving our ways of working in a financially sustainable way.
- Improve our dementia care offer, given the increasing incidence of dementia within the ageing population and, as a consequence, increase our profile and market presence in the sector.
- Maintain the pioneering spirit with which BCOP was first established in 1946.

Broadening Choices for Older People (A Company Limited by Guarantee)

Group Strategic Report (continued) For the Year Ended 31 March 2021

Objectives and activities

During 2020-2021, the Board focused attention on a Covid-19 Response and Recovery Plan, devised at the start of the pandemic, and updated regularly to monitor performance. The Plan was integrated into the organisational Operations Plan during the latter part of the year.

Progress is typically monitored monthly by Senior Executives with quarterly reports to Board using RAG-based indicators, aligned to the key priorities and risks facing the charity. During this year, we maintained weekly and then fortnightly updates to the Board to provide assurance around controls and measures. Committee meetings were extended to all Board Members to ensure effective understanding and decision-making within the changing operational environment. Key Performance Indicators e.g. workforce staffing costs, income levels and cashflow, along with reporting on the ongoing incidence of Covid-19, were monitored on a continuous basis given the drop in occupancy and changing public perceptions of social care.

Lessons learned from other providers informed our operational action plans throughout the year. We seek to benchmark and benefit from the experience of allied providers, for example, from the National Care Forum and Small Providers' Housing Group in the West Midlands.

Providing a home

In 2020-2021, BCOP provided a home to 341 people across our schemes:

	No of units	No of people during year
Nursing homes	130	200
Housing	150	141
Total *	280	341

* In addition the group supports 2 shared ownership units and manages 10 independent housing units on behalf of others.

Registered Care

BCOP provides three nursing homes for those requiring nursing care, often with complex needs or dementia. Robert Harvey House at Handsworth Wood has 46 rooms but holds registration for up to 52 residents. Some of its rooms allow for double occupancy, which means we can extend our service to couples who wish to stay together. Anita Stone Court based in Moseley provides 33 beds, and Neville Williams House in Selly Park is registered for 50 beds.

Quality

During 2020-21, the Care Quality Commission (CQC) suspended routine care home inspections meaning that all three nursing homes maintained their Good rating from their most recent inspection. An external Infection Prevention and Control Audit was conducted by CQC at Robert Harvey House on 4th February 2021, with safety assured grading awarded in 7 out of 8 domains, and Neville Williams House scored 99% in the local CCG Infection Prevention and Control Audit on 18 February 2021. As an organisation, we are working with management and staff to ensure that all our homes are recognised as Good or Outstanding.

CQC inspection reports can be accessed through our website or directly from the regulator's website.

BCOP measures the quality of care delivery through regular internal audits and provider visits to services. Key Care Performance Indicators are monitored by the Operations Committee and reported to the Board. The quality assurance process also takes into account additional sources of assurance including surveys and informal feedback from residents, families, visiting professionals and staff. The residents' survey 2020-21 was due to be conducted in April 2020 but had to be postponed owing to Covid-19. However, we invested in the continued roll-out of a new electronic care planning system during the year.

The capital expenditure was greatly reduced within year, spending only £15,411 on facilities in our nursing homes given the requirement to limit footfall into the homes and to focus only on emergency or essential actions.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Objectives and activities (continued)

Funding

The group continues to maintain a mixed portfolio between local authority, NHS and private funding. Overall income dropped from previous years. Nursing homes' income (excluding government grants) assumed a reduced proportion of our turnover, reducing from 84% (2019-20) to 77%; whereas social housing and other income accounted for 23% of the total. In relation to the nursing homes, 50% of the turnover related to nursing home fees paid for in part or whole by individuals and/or their families. Just under 12% of our income came from Birmingham Social Services who socially fund nursing home residents. Around 22% of our income during the year was based on Continuing Healthcare (CHC) funding, double the proportion of the previous year's income. CHC provides residents who have long-term complex health needs or who may be nearing the end of their lives with free social care which is assessed and funded solely by the NHS through the local Clinical Commissioning Group (CCG). We also retain contracts with Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Social Services and others, totalling 4%. Funded Nursing Care (FNC) is paid by the NHS as a flat rate contribution directly to the nursing homes towards the cost of registered nursing care. It accounts for just under 12% of our income.

Our nursing home occupancy dropped to 79.4% in May, recovering to 82.2% by end of June. The position at the end of the year shows an improvement to 85.1%. This was around 8% lower compared to the previous year (93.7%), and below our organisational target of 96-97% for the year.

Staffing

Staffing represents our most significant cost (70%); nursing home employees account for just over 91% of BCOP's total workforce based on the average monthly number of staff. Our payroll costs increased in the 2020-21 financial year following a general uplift across all pay grades, reflecting the increases in the workplace pension contributions and the National Minimum Wage (NMW). We have continued to implement NMW requirements together with a 1.5% pay increase across the organisation to maintain pay differentials and to keep pace with other providers in the social care sector.

The focus for the year was on keeping staff safe and to consider their wellbeing. We conducted a Staff Wellbeing Survey in September-October 2020 and implemented a number of recommendations based on staff requests e.g. staff ID cards. We make every effort to provide career development and opportunities to up-skill our nursing and care teams, as well as offering allied benefits. A planned launch for a Nurse Support Lead had to be postponed this year, but will be reviewed in 2021-22.

We continue to invest in our staff, environments and training to ensure that we can meet the increasing demands of the social care sector during the pandemic e.g. training on infection control, testing protocols, promoting safe visiting which undoubtedly placed an even greater burden upon staff.

Housing

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 supporting, safeguarding or sign-posting those who are the most frail or vulnerable to appropriate services.

Overall, our housing occupancy of 81.3% for 2020-21 fell short of the target 93.3%. A significant number of tenants' circumstances changed during the pandemic; some moved into care or chose to relocate to be closer to family members, while a number sadly passed away with non-Covid related issues. Due to the diligence of our tenants in observing social distancing measures, there was no reported incidence of a tenant contracting Covid-19 during 2020-21 other than hospital-acquired cases. The pandemic restricted opportunities to re-let properties with applications reduced and limitations of using our traditional advertising routes. We openly advertise our vacancies to ensure that our offer is inclusive and reflective of the needs of local communities.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Objectives and activities (continued)

Housing (continued)

This situation was compounded by persistent voids at one of our housing schemes as the lack of lift-access to the upper storey flats means these are only suitable for tenants with full mobility.

The Board agreed to continue to absorb the final 1% rent reduction in social housing while seeking to minimise disruption or concerns to our beneficiaries. On-site staff provide reassurance to many of our tenants and support them on a daily basis, and through community efforts, limit the detrimental impact of loneliness and isolation on the health and wellbeing of our tenants. Unfortunately, we had to postpone the Tenant Survey owing to Covid-19 as our focus has been on communicating with and providing guidance to tenant communities on how to keep safe during the pandemic.

We completed minor scheduled works on voids and also invested in emergency or essential improvements to our properties; however, the capital expenditure was reduced to £6,994. We also used the opportunity to commission a Stock Condition Survey to support strategic planning.

As part of our ongoing process of review, BCOP needs to balance meeting the needs of its current tenants with advancing our ambition to prioritise our core business.

Support Services

During the year, BCOP has continued to ensure that the Support Office has the right capacity and skills mix of senior operational and support staff. The year saw further changes at the Support Office with long serving staff moving onto new opportunities and new talent joining the organisation. This allowed us to reconfigure key support roles around Finance & Operations. We established a daily Covid-19 Register compiling all suspected cases of Covid-19 as well as the incidence of sickness, self-isolation and shielding among residents, tenants and staff. We did not furlough any staff. The Support team acted as a coordinating hub keeping residents, families, stakeholders and Board informed of changes to governmental guidance, the current status of our services, planning and key decisions that have been made. In practical terms, Support Office coordinated a variety of measures to support frontline services including the procurement of additional Personal Protective Equipment (PPE), filling gaps in administration, and supporting tenants with their essential needs. Our primary focus has been to reassure staff, families and tenants that BCOP is doing everything to ensure the safety and welfare of all residents and staff.

Progress in achieving performance objectives in 2020-2021

Quarterly reporting to Board provides an account of current performance against plan. In addition, there was active pandemic reporting throughout the year. The KPIs include EBITDA, occupancy rates, average weekly charge, staff costs per turnover and agency as a percentage of staff costs.

The measures and actions taken for the achievement of KPIs consist of:

- The Senior Management Team comprising the Chief Executive, the Head of Care Quality and the Head of Finance meeting regularly to maintain a tight control over operational and administrative expenditure, whilst recognising the need to ensure a high level of provision for service users.
- Delegated budgets with clear lines of responsibility and accountability being combined with bespoke IT and financial tools and systems to assist managers in decision-making and resource allocation.
- Maintaining and improving levels of income to ensure operations are run effectively and efficiently.
- We had to partially suspend, for this year, the regular support meetings with the managers to track and monitor performance against KPIs and the Quality Assurance framework, which in turn, is reported to Board and its Committees.
- Controlling and monitoring operational expenditure making provisions to ensure efficient cash-flow and that contingencies are met.
- Maintaining assets in good and marketable condition.
- Targeted marketing and communications to raise awareness and promote interest in our schemes.
- Regular checking and benchmarking of contractors and suppliers in line with our procurement policy.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Progress in achieving performance objectives in 2020-2021 (continued)

Specifically, we have been able to make progress in the following areas:

Our priorities for 2020-2021:	Key objectives	Key achievements:
STRATEGIC PURPOSE		
Ensure viability of good quality services	Minimise incidence and impact of Covid-19 upon services Ensure Good ratings from CQC and key stakeholders Implement improvements to operations at underperforming services Conclude roll-out of digital care system across organisation Reduce number of complaints Improve occupancy rates at schemes	- Responded swiftly to the Covid-19 crisis when one of our services was affected in early March. This action ensured that 75% of residents with suspected or confirmed virus survived the outbreak which affected the home. - Avoided major Covid-19 outbreaks in nursing homes during second and third waves of infection. - All three nursing care homes maintain 'Good' rating by the Care Quality Commission. - Maintained 'flexing to occupancy.' Adjusted staffing levels in line with resident numbers and care needs. - Commenced final phase of implementation of e-care planning at third home, including staff training. - Received positive feedback from families in relation to opening up home visiting in line with Public Health guidance.
STRONG SOCIAL BUSINESS		
Ensure business resilience	Financial surplus and performance Regulatory H&S compliance Business development and responsiveness to changing market Contract reviews as part of Value for Money review Review IT estate/ systems for business fit	- Operating surplus increased by 67% against a reduced turnover of 2% compared to previous year, generating an EBITDA of 9.6%. This was mainly due to government grants and reduced non-essential expenditure on repairs whilst balancing the need to maintain high standards of care and meet regulatory responsibilities. - Met loan covenants from bank. - Migrated all nursing income and all expenditure to new bank account. - Secured Coronavirus Business Interruption Loan. - Focused on essential Health & Safety works given Covid restrictions on access to properties. - Achieved 'High' compliance on care home H&S inspections. - Commenced implementation of Board approved three year IT & Digital Strategy including move to VOIP telephony, Wifi upgrade and Office365 migration.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Progress in achieving performance objectives in 2020-2021 (continued)

Our priorities for 2020-2021:	Key objectives	Key achievements:
	Commission Stock Condition Survey to provide basis for Asset Management Strategy Assess compliance against new NHF Code of Governance	More strategic business planning was delayed during current pandemic.
STRONG PERFORMANCE		
Improve our ways of working to ensure that we are better able to meet future demands: People at the heart of our service	Improve recruitment and retention with people who share our values Value, develop and recognise staff Refresh organisational training matrix according to role and grade to enhance staff development and capability Strengthen absence management and performance controls Recruit new Board members Rebrand the work of BCOP Formalise volunteering opportunities	- Staff recruitment and retention remain critical to the consistency of service that we offer. Staff turnover was 18.5% for the year, which was a 6% decrease on the previous year and significantly below the sector average of 31% (Skills for Care, 2019) although sector-wide results from the pandemic are still awaited. - Of staff who left the organisation, 64% were carers which is above the national average of 39.4% for frontline care roles (Skills for Care, 2019), although this proportion may change once more accurate data on the pandemic is available. We are constantly monitoring the reasons for departure of staff, especially in the first year of service, recognising the implicit challenges faced by staff through the Covid-19 crisis. - Reducing agency hours as a proportion of the total staff hours continues to be a key priority, and we aim to get below 7% of total staff costs. Agency costs for the year were below the target at 4%. This has been impacted marginally towards the end of year as a result of Covid-19. - Initiated actions arising from the Board-approved People and Workforce Development Strategy, 2021-23. - The roll-out of the new training matrix scheduled for April 2020 had to be amended due to the Covid-19 situation with more emphasis being placed on e-learning and use of workbooks, rather than face-to-face training. - Recruited three new Board Members. - Approved and soft launched new branding for BCOP, including refreshed Values, and commenced the roll-out of a new Communications Strategy.

Broadening Choices for Older People
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Group Strategic Report (continued)
For the Year Ended 31 March 2021

Financial results

The consolidated income and expenditure account has recorded an overall **operating** surplus on ordinary activities for the year of **£451,741** (2020 surplus was £271,190). This encompassed:

- Nursing Home **surplus of £95,839** (2020: £290,774)
- Social Housing lettings **surplus of £309,758** (2020: £67,965 deficit)
- Donations and Legacies **surplus of £62,748** (2020: £45,038)
- Other activities **deficit of £16,604** (2020: £3,343 surplus)

The increase in surplus between 2020 and 2021 is mainly a result of a number of government-funded Covid-19 grants received via the Local Authority in relation to PPE, Infection Control, Rapid Testing and Workforce Capacity Funds from May 2020 onwards. The grants provided a means to offset the significant additional costs incurred due to the pandemic.

During the year, the total amount of capital spend was £22,405 given that non-urgent works in both housing and nursing homes were deferred for this year. The preparation of a Stock Condition Survey in 2021-22 will support the development of a robust Asset Management Strategy for the incoming year.

Reserves

In 2020-21, overall total reserves were increased by £251,538 to £17,201,672 and of which restricted reserves were £1,641,562.

The charity continues to face an increasingly challenging environment from commissioners as they constrain fee levels to providers, especially for those clients from the Local Authority. Our fees for those who make a contribution towards their care costs have been maintained by raising prices in line with inflation. This has helped to offset the inflationary and policy pressures on staffing and other costs. Our nursing homes are heavily reliant on income from individual residents and their families. Therefore it is increasingly evident that the organisation needs to focus on both maximizing income by ensuring that our fees are sustainable and also improving cost control to mitigate financial pressures facing the sector. Throughout the year, we have experienced significant challenges in maintaining occupancy levels as a result of Covid-19. The position has been supported through a range of Infection Control and related Grants from the Local Authority. Whilst some of the Grants have continued into 2021-22, these may not be at the same level.

Risks and uncertainties

The Board recognises its responsibility in relation to the risks associated with the charity and its subsidiaries. Services for older people continue to face a period of uncertainty, especially in relation to Adult Social Care, where aside from the pandemic, there are further delays to proposed policy reforms, significant funding gaps and increasing regulatory requirements.

Risks are identified and continuously monitored by the Executive Team at both strategic and operational level, and updated in a Strategic Risk Register which is reviewed by the Board on a quarterly basis, having been considered and scrutinised by the Audit Committee in advance of the Board meetings.

The Board considers whether the risk framework is appropriate and effective, ensuring that all risks are identified and that appropriate action is being taken. Individual risks are assigned a risk score based on an assessment of the likelihood and impact of the identified risk. Consideration is also given to consequences if the risk were to occur, as well as reviewing existing controls and potential mitigating actions to minimise the risk. Additional steps, controls or measures which are being put in place are referenced under Actions for the incoming period. In this way, the Board receives assurance that the risks are being effectively identified, monitored, appraised and resolved by the Executive team.

Operational plans and the quality assurance framework are aligned to the risk framework so that management staff can monitor key organisational risks on an ongoing basis, towards continuous improvement.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Risks and uncertainties (continued)

The principal risks to delivering objectives in 2020-2021 included:

Principal risks	Risk appetite	Key controls/ actions
Quality of care is impacted negatively. Serious service disruption e.g. pandemic	The charity is committed to providing good quality care and support minimising the potential for service failures or discontinuity such as safeguarding, serious incidents or other regulatory or legislative breach. The current pandemic situation has affected all organisations, and the Board is committed to protecting the lives and welfare of all our residents and staff at this most challenging time, balancing financial requirements with maintaining our care standards.	▪ Scrutiny and reporting from the Operations Committee. ▪ Quality assurance framework supported by appropriate management information with focus on Covid response/ capacity tracker. ▪ Updated Policy and procedures based on changing guidance. ▪ Staff training in key areas e.g. Infection control. ▪ Electronic care records, and notifications to CQC. ▪ Effective communications with regulators, commissioners and families. ▪ Complaints management. ▪ Business Continuity Plans. ▪ Whistleblowing policy.
Failure of financial sustainability e.g. -price -liquidity -credit -cash flow	We operate in a highly regulated and financially challenged sector. We need to ensure sufficient surplus to enable effective financial and operational management. Key financial concerns are: ▪ the fee income not rising at a rate sufficient to meet the rising costs and standards of social care ▪ increasing uncertainties in the commissioning environment with reduced local authority and CCG budgets ▪ exhausting funds for those who pay privately	▪ Scrutiny and reporting by the Audit Committee. ▪ Fees are agreed in advance with commissioners or self-funders with fixed payment cycles. ▪ Payment of suppliers managed with our payment terms. ▪ Improved forecasting to ensure an appropriate cashflow, liquidity and ability to meet borrowing commitments. ▪ Close monitoring and reporting on bank covenants against existing loans. ▪ Use of forecasting, scenario- and stress-testing to understand relations between occupancy, fees and staffing as the key business drivers. ▪ Budgetary process and controls, monthly management reporting including dashboards and variation monitoring.

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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Risks and uncertainties (continued)

Principal risks	Risk appetite	Key controls/ actions
Compliance with regulatory and statutory requirements	The charity operates in a highly regulated sector. Failure to meet these requirements would result in risk of harm to service users and employees which is not acceptable. The Board has no appetite for services to operate outside regulatory requirements.	▪ External assurance ratings, audits and reports through Care Quality Commission and allied bodies. ▪ Policies and procedures which reinforce a culture of compliance. ▪ A Quality Assurance framework which monitors compliance and progress against any Development and Action plans, including Line of Sight and exceptional reporting. ▪ Appropriate level of resource made available for staff training. ▪ Training matrix that is role and grade specific. ▪ Safeguarding policy and training. ▪ Use of external compliance expertise/ auditors in HR and Health & Safety, including Fire Risk compliance.
Failure to attract and retain workforce that embodies our culture & ethos	The Board recognises that staff form the heart of the organisation; with the majority of colleagues involved in frontline services. Colleagues are recruited in relation to their fit with the organisational values. Along with other care providers, we recognise the challenges around recruitment and retention of nursing and care teams given the more competitive salaries and employee benefits of the NHS, changing public perceptions of care homes, and the reputation of the social care sector.	▪ Staffing review and benchmarking against recognised models of care. ▪ Biannual HR reporting on staff metrics. ▪ Clear job descriptions and contracts. ▪ Staff Wellbeing surveys and 'check-ins' by senior staff. ▪ Contingent, rapid response planning in place to minimise disruption should critical staff members leave the organisation. ▪ Investment in systems and processes to support operational efficiency e.g. e-care planning. ▪ Monitor sickness absence. ▪ Maintain effective relations with key agency/ recruiters.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Risks and uncertainties (continued)

Strategic Risks related to underperforming services	The Board is mindful of the balance between providing sufficient 'turn around' time for services against the financial sustainability of the whole organisation, especially during a global pandemic.	• Strategic Risk Register as a standing item on Board and Audit Committee meetings. • Development Plans defined for individual schemes have been delayed due to current need to focus on maintaining safe services. • Additional controls in place for planning and monitoring agency use. • Closer coordination between the Support Office and the administrative function in the home
Operational risks	As a frontline care service, our reputation is closely aligned to how we manage, develop and respond to issues that may arise within our services. The organisation adopts a transparent approach to dealing with such matters in order to meet our duty of candour.	• Comprehensive set of policies and procedures that are supported through staff induction and cascaded through staff updates. • Review of systems and processes to ensure a satisfactory level of operational efficiency. • Reporting to the Board with clear escalation policy from frontline services to management, senior management, CEO and Board around issues of whistleblowing, serious incidents, fraud or other concerns. • Business continuity measures in relation to IT critical failure or other forms of business interruption.

The risks listed above represent key risks for any provider in the increasingly competitive social care sector. We seek to limit instances by deploying the necessary resources and controls in our day to day operations, including service improvement plans. We have focused on developing stronger relationships with commissioners in order to anticipate changes in a more active manner.

Governance and reporting structures

The charity reviews its governance arrangements and changes its governance procedures to meet best practice principles in the charitable sector.

During 2020-21, the Board comprised eleven trustees including the Chair and the Chief Executive. Our revised Articles of Association state that we must have a minimum of five trustees. The Board meets at least four times a year to monitor performance against strategy. Senior Executives also attend the relevant Board and Committee meetings. The Board has the expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity and provide leadership and strategic direction whilst fostering a culture of constructive challenge and debate with the Executive who manage the charity on a day-to-day basis.

A new process of Board appraisal to be run on a biennial basis was introduced in 2018-19. The next round was due in 2020-21 but given the virtual nature of Board meetings, it was agreed to defer this until a time when restrictions might ease and permit individual and collective trustee reviews in person.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Governance and reporting structure (continued)

A trustee skills matrix is maintained by the Chair and reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity. Board members are recruited by advertising through various websites and associated channels. Applicants are shortlisted by the Chair and Chief Executive, leading to formal interviews at one of our services and, if mutually agreeable, to an invitation for the applicant to observe a Board meeting, to meet with trustees and to visit more of our schemes, prior to a final appointment being recommended to, and if agreed, approved by Board. A description of the requirements of the role is provided to all trustees. Trustees serve a three year term before facing retirement or re-election up to a maximum of 9 years in office. Three new trustees were appointed in 2020-21 strengthening our skills in housing, development and social work. Two trustees stood for re-election in the year. The Board and its Committees met virtually during the current pandemic.

Following appointment, each new trustee receives a programme of induction which includes a comprehensive Introduction from the Chief Executive; key documents as part of the Trustees' Handbook; support from a Board 'buddy' drawn from among existing Members; and when appropriate, further service site visits and dedicated sessions with other members of the Executive Team.

Training is carried out both with external agencies and via in-house training, and drawn up on the outcomes of the Board appraisal process. The findings feed into the training/ development programme for new and existing members.

The Trustees are not remunerated but may receive reasonable out-of-pocket expenses for attending Board meetings in accordance with the expenses policy.

Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation to two Committees.

**Scheme of Delegations
Committees**

Each Committee has written terms of reference which are reviewed and approved by the Board on a biennial basis; updated versions were approved in March 2020. The work of the Committees provides trustees with more detailed understanding and assurance on specific areas of delegated risk, compliance and development.

Responsibilities

Audit Committee: Oversees finance, risk and audit with authority to appoint external auditors.

Operations Committee: Oversees and reports on quality assurance of services, including clinical governance of the nursing homes, monitoring the operations plan and assessing performance against KPIs.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Compliance with Code of Governance

The charity has adopted the National Housing Federation's Code of Governance (2020). As a small Registered Provider (less than 1000 units), we seek to adhere to the spirit of the Code, whilst prioritising our business needs.

Trustees recognise that there should be a balanced, diverse and effective Board which leads and controls the organisation, complies with its legal requirements and reflects the increasingly diverse service user community whom we serve.

We have undertaken an assessment against the provisions of the code, under its 4 principles, and comply with the following exceptions:

- (i) *Mission and Values*
 - Recognise our need to improve formal resident engagement following appropriate consultation with tenants
 - Formalise a code of conduct for Board and staff; we are currently reviewing our Staff Handbook
- (ii) *Strategy and Delivery*
 - Enhance the role of Environmental, Social and Governance criteria in decision-making and annual consideration of plans
 - The appraisal of the Chief Executive which was due to be conducted by a panel of Board members at year end has been delayed due to Covid-19
 - Improve awareness and adherence of corporate trustee obligations
- (iii) *Board effectiveness*
 - Following review, BCOP will remain at 9 years' retirement for trustees rather than reducing to 6 years' maximum tenure given that BCOP's primary business is care, and it is important to retain corporate memory.
 - The appraisal process for Chair and Board Trustees has been delayed in 2020-21 due to pandemic and preference for non-virtual based conversations.
- (iv) *Control and Assurance*
 - Comply Including an updated Whistleblowing policy and procedures shared with staff within year.

Remedial actions will be reviewed at Operations Committee for review at Board, as part of the forward Operations Plans up to 2022-23, when the Regulator expects compliance with all aspects of the code.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Internal financial control and financial reporting

The Board is ultimately responsible for the group's system of internal financial control which is designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Board reviewed the effectiveness of the group's internal financial control system for the period and up to the date of the approval of the report and financial statements. No weaknesses were found in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements.

The main features of the internal control system are:

- written orders and financial regulations which delineate responsibilities and levels of authority
- annual budgets, set in the context of a longer term business plan with clear accountability for control of each part of the budget
- formal budgetary control arrangements with a quarterly reporting cycle
- detailed management accounts produced monthly/quarterly, and forecasts for the remainder of the financial year. These are reviewed by the Senior Executive and considered and approved by the Board
- Board approval of the parameters under which new investments or financing are entered into
- ongoing monitoring by the Board of the risk assessment review carried out by the management of the organisation and acknowledgement of its findings.

Meeting public benefit

In considering 'Public Benefit' the trustees recognise their responsibilities as guided by the Charity Commission's Governance Code, and as part of the governance and reporting policies of BCOP.

BCOP's objectives are encompassed by its name which strives to bring choice and opportunity to persons over 60 years of age, or 55 if living with a disability. BCOP provides accommodation, care and support for individuals within our nursing homes or persons within their own home.

Access to all of our care services can be achieved either through self-referral or a government-funded statutory organisation. We operate waiting lists in the nursing homes to ensure equity of access across the community, based on the individual's care needs assessment and our ability to meet those needs.

We publicly advertise rental tenancy vacancies in our social housing provision and operate a criteria assessment for prioritising needs. Over 66% of our housing residents are in receipt of Housing Benefit or other forms of state funding.

BCOP believes that everyone should benefit from the same standard of good quality care and we have strived to ensure that those standards are met even through the pandemic outbreaks. Fees charged to tenants and residents are set at levels appropriate to our charitable status ensuring our services are accessible to all, whilst maintaining the financial viability of the charity. Funding for residents in our nursing homes is provided through either state assistance via Local Authority, NHS or Clinical Commissioning Groups, and/ or with self-funding or through the support of charitable organisations. We aim to ensure equality of access to our services and to provide the highest quality of care to residents. We also provide day care places at two of our nursing homes for up to three service users per week though this was suspended during the year due to the pandemic.

BCOP schemes benefit from various local donations and fundraising activities undertaken by staff and families to help realise special projects which add value to our high quality services. This approach allows the charity to undertake new initiatives which do not call upon core revenue. In this way, we can keep fees at an economical level to meet our charitable aims.

BCOP extends its services to the wider community of older people, beyond those who are resident in our schemes. We administer a number of small charitable services which contribute towards the costs of many household items e.g. white goods, carpets, to older people in need, through referrals from Age UK and similar organisations.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

Marketing & fundraising activities

Our approach to fundraising is linked mainly to the work of the nursing homes. While BCOP does not have a dedicated fundraising team, we were able to secure financial grants towards our running costs, and donations to the welfare funds operated by each home through generous donations from family members. We also launched our new branding and communications work in 2020-21 gradually incorporating our new refreshed values and imagery into online and increasingly print publication.

The main sources of donation are:

1. Trusts and Foundations
2. Occasional donations from families, friends or the general public
3. Legacy donations
4. Free-to-attend fundraising events run in the nursing homes e.g. summer fetes, garden parties
5. Volunteers/staff who fundraise on our behalf

Opportunities have been severely limited to fundraise this year but we gratefully acknowledge the following grant making Trusts for donations during the current year:

- Baron Davenport's Charity
- Lillie Johnson Charitable Trust

We have not used any commercial participator or professional fundraiser in 2020-2021; any grant applications are prepared and managed in-house.

We are not registered with the Fundraising Regulator given the currently limited nature of our fundraising activities. We are compliant with the Regulator's Code of Fundraising Practice (V1.10) and the Institute of Fundraising in respect of the fundraising areas outlined above.

We received no complaints about fundraising in 2020-2021. We ensure that our fundraising is respectful, open, honest and accountable to those supporting us. Our approach relies upon an individual's personal preference to be involved. We do not currently maintain a scheme for regular donors, nor contact individual families or previous donors to ask for money directly. We always acknowledge and thank individuals if they have contributed to our work, but any campaigns or activities involve general promotion and are not targeted at individuals.

Value for money statement

BCOP recognises that in achieving Value for Money (VfM), the responsibility for robust financial management by the Board and management team is essential. Our working definition for VfM is to use our resources economically, efficiently and effectively as befits an organisation of our size and complexity, in order to provide quality services and homes for our service users.

Our strategic approach to Value for Money includes the following steps.

1. Embedding Value for Money objectives into our Strategic Objectives

One of our key strategic objectives is to be a strong Social Business, focused on achieving sustainable financial performance and doing this within a VfM framework.

BCOP believes that VfM is integral to how we work, and we encourage all staff, particularly budget holders, to consider VfM within the context of their roles, welcoming suggestions for process and service delivery improvements in order to achieve a more equitable balance between quality and cost of provision.

Our aim is to keep our tenants as independent as possible for as long as possible, to save costs downstream in the health and social care sectors. We also undertake support assessments of applicants to ensure that they will be able to live well within one particular scheme where a high degree of mobility is required to benefit from local services. Accessibility issues at one scheme has limited prospective tenant interest.

**Broadening Choices for Older People
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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

2. Reporting on Regulatory Metrics

As a small provider with less than 1,000 units, an element of BCOP's remit is to provide affordable and safe housing for older people in its existing units. The core purpose of BCOP is predominantly as a Care provider and not a developer of Housing. In the medium-long term, the organisation intends to rationalise its housing stock as and when the opportunity arises given the profile of tenants.

In line with the principles of the metrics introduced by the Regulator of Social Housing, providers are expected to report their performance against seven key metrics in the annual financial statements. The Regulator acknowledges that reporting on a particular metric may be inappropriate given the nature of the organisation but it provides us with an opportunity to compare ourselves to the wider housing for older people sector.

The key metrics are as follows:

RSH Metric name	2019	2020	2021	Variation between Years 2020 and 2021	Peer group median 2020-21
a. Reinvestment	£57,000	£17,000	£6,994 Equates to 0.1%	Reduction of £10k; limited capital works due to Covid. Essential repairs & maintenance works were carried out in the year.	Absolute figures not available. 1.6%
b. New Supply (Social and Non Social Housing)	Nil	Nil	Nil	BCOP is not a housing developer.	0.2
c. Gearing (Group)	12.1%	10.8%	7.8%	3% reduction of dependence on debt finance.	28.0%
d. EBITDA (Group)	7.8%	8.9%	9.6%	Marginal improvement due to impact of Grants.	Not available
e. EBITDA MRI Interest cover (Group)	436%	641%	351%	This measure is more relevant for Housing development to gauge the scope for additional borrowing.	258.5%
f. Headline Social Housing Cost per Unit	£8,171	£8,760	£6,701	Reduced by £2.1k due to reduced routine maintenance.	£4,666
g. Operating Margin % (Group)	(1.98%)	3.5%	5.9%	Marginal increase due to reduced Repairs expenditure.	19.9%
h. Return on Capital Employed (ROCE) % (Group)	0.8%	1.2%	1.8%	Marginal improvement	3.3%

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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

2. Reporting on Regulatory Metrics (continued)

Performance is benchmarked where data is available and appropriate, against a peer group of 7 West Midlands-based smaller housing associations (between 100-200 units) providing housing for older people or with over 50% of their stock addressing this need. An element of general needs property within a portfolio will lower the headline costs compared to a specialist provider for older people [Sourced from SPBM Small Providers' Benchmarking – West Midlands].

Reinvestment: We undertook minor Capital works on Housing properties in the year compared to the previous year, reflecting our commitment to provide safe and affordable accommodation to our tenants. The programme of maintenance and, where appropriate, modernisation of existing stock incorporated changes arising from improvements in fire safety regulations.

New supply delivered: BCOP is not currently developing new housing capacity.

Gearing: This metric looks at the percentage of assets supported by debt and the degree of dependence on Debt Finance. BCOP primarily operates as a care provider and any loans are only secured against the Nursing Homes. Although, an additional CBIL loan was approved in the year, our overall dependency on loan finance is low compared with the peer group median of 28.03% in 2020-21 as BCOP is not a developer of Housing.

EBITDA (Group): This relates to the whole group and this showed a marginal improvement which was due in part to the impact of Government grants which partially offset the loss of income from voids. In addition there was reduced activity on repairs and other controls implemented during the latter part of the year.

MRI Interest Cover: Performance has reduced due to the impact of Covid on occupancy and income levels.

Headline Social Costing per unit: Headline costs have reduced due to limited works carried out during Covid-19 resulting in a reduction by over 24% from the prior year. The annual figure of £6,701 per unit is still high compared with the peer group median of £4,666 however, this is an exceptional year with reduced routine maintenance carried out across the social housing sector.

Return on Capital Employed (ROCE) % (Group): This measure indicates the efficient use of resources. The assets and liabilities of the organisation are grouped together i.e. the Nursing Homes and Social Housing provision. As a group, we have marginally improved our performance.

Operating Margin: The Board recognises the need to ensure that we are providing homes to a decent standard for our tenants, ensuring compliance and reflecting our charitable credentials. However, equally it recognises that the performance of certain parts of the Social Housing portfolio continue to be challenging for the organisation. Most of our schemes were constructed in the 1960s and 1970s and some are reaching the end of their useful existence, with running costs only set to increase. In addition, existing building design and configuration may no longer be suitable to the needs of an ageing population in terms of access, mobility and supporting the increasing care needs of some of this age group.

As a responsible social landlord, overall, BCOP has a positive operating margin of 5.9% compared with peer group median 19.9% during of the this Covid period. The Board is continuing to explore further options for the Housing Stock by commissioning a more extensive Stock Condition Survey across all our schemes in 2021-22.

While these actions are ongoing, we have reviewed our lettings process in relation to advertising voids. While the independent units remain popular, particularly the one-bedroom bungalows, the supported living schemes are challenging; demand for these is affected adversely by the condition, size and layout, location, accessibility and amenities. Market feedback indicates that many of these units are smaller and less attractive than other newer schemes located in adjacent areas. The lockdowns and social isolation restrictions also impacted on our ability to re-let properties.

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Group Strategic Report (continued)
For the Year Ended 31 March 2021

3. VfM and BCOP metrics

Our nursing homes come under the regulation of the Care Quality Commission, though the overheads of the organisation are apportioned across both parts of the organisation. In the following table, we outline key metrics used to measure performance.

Metric	2019-20	2020-21	Forecast 2021-22
Quality – services receiving a good CQC rating or above (% beds)	100%	100%	100%
Quality – Number of complaints	Nursing – 7 Housing – 1	Nursing – 2 Housing – 4 (1 not closed by year end)	Reduce from prior year
Quality – carehome.co.uk scores* (Leading care review site for family and friends. Scores out of 10)	Anita Stone Court 9.879 Neville Williams House 9.786 Robert Harvey House 9.840	ASC 8.7 NWH 9.2 RHH 9.8	Aim for 9.8 for all services
People – staff turnover %	25% (Sector average 31%, <i>Skills for Care</i> , 2017)	18.5% (Sector average 31%, <i>Skills for Care</i> , 2019)	Maintain below 30%
People – staff sickness % of total hours	3.4% (Sector average 4.8%, <i>Skills for Care</i> , 2019)	7.7% (Includes Covid-related sickness absence; no robust benchmarks available)	Maintain below 4.5%
Occupancy level	Nursing – 96% Housing – 92.7%	Nursing – 85.1% Housing – 81.3%	91%; Under review in light of Covid-19
Overhead costs as % of turnover (Group)	12.47%	12.85%	Maintain below 13%. Peer median is 17.7%
Support Office costs as % of Turnover (Group)	10.4%	11.6%	Maintain below 13%
Repairs/Maintenance	£240,087	£153,935	Under review in light of Covid-19. Includes minor improvement works.

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**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

3. VfM and BCOP metrics (continued)

* All our homes retain their 'Good' rating for the year. In early 2020, BCOP was recognised with an award as a Top 20 Recommended Small Care Group in the region based on the leading user review site, www.carehome.co.uk. The decrease in recommendations to the site over the past year is understandable given restrictions to family visiting. Similarly, there was a marked decrease in complaints.

Unfortunately, we were not able to run the annual consumer survey for residents, families and tenants due to the Covid-19 situation.

In relation to efficiency, our overhead cost as percentage of turnover was lower than the median for the SPBM social housing group, and we will aim to keep below 13% on an ongoing basis.

The majority of our staff are based within the nursing homes. We have one dedicated Housing Manager and four on-site scheme managers within Housing, comprising both full and part-time positions (less than 2% of staffing). Our staff are our greatest asset and as a care provider, we have outperformed other providers in the care sector in relation to staff turnover and sickness. 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. A high staff turnover can also impact negatively upon the continuity and quality of service provision, morale of remaining staff and overall reputation of the organisation. We assess ourselves against the reported sector average, and we pride ourselves in historically out-performing this metric. BCOP's overall staff turnover continues to be well below the sector average.

As an employer of choice, we aim to build upon this trend with the implementation of more effective screening and monitoring of recruitment processes, working with our staff in relation to improving engagement, training and supervision of employees which will ultimately ensure that they are better equipped to meet the future needs of our services. The experience of Covid-19 has led to more agile approaches to recruitment and induction.

Staff need to be equipped with the necessary knowledge and skills to ensure that they can perform their duties to a high standard, especially as regulators and commissioners are improving standards all the time. We ensure that our employees receive both statutory and mandatory training facilitated by the greater use of e-learning materials. This applies not just to care staff but to ancillary posts such as housekeeping, kitchen and maintenance staff in the nursing homes as these employees also regularly interact with residents and families and therefore need to understand safeguarding, infection control, the Mental Capacity Act and related areas. We have continued to invest staff time with the roll-out of the new electronic care system to all homes.

Given the frailty and vulnerability of many of our tenants, BCOP choose to deploy our team of Direct Labour Operatives to lead repair and maintenance work, as they are well known and trusted by our tenants, and trained to a high standard. We commissioned a review of the in-house contractor service by an expert consultancy which reported in December 2019. Their options appraisal concluded that we should retain the DLO though they made recommendations on how to improve strategic direction and efficiency which we continue to implement.

We also approved a new IT and Digital Strategy aimed at improving our business efficiency, connectivity and responsiveness. A key outcome was to implement savings in switchover to VOIP telephony, review of key software applications, and IT provision.

We benchmark our performance against regional and national providers, including the SPBM, Skills for Care and other appropriate groupings. We are active members of the National Care Forum which is the leading not-for-profit care provider network.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Group Strategic Report (continued)
For the Year Ended 31 March 2021**

3. VfM and BCOP metrics (continued)

Future Plans

The Business Plan for 2018-2023 commits us to:

- Focusing on our social purpose namely, providing care and support for those older people with high level needs and dependency.
- Ensuring that we can sustain the financial longevity of the organisation, focusing on what we are good at, and looking to cease activities that do not add value or distract from our core purpose.
- Prioritise our staff recruitment recognising that we have an ageing workforce for certain grades and that we need to focus on staff engagement and retention, talent progression and succession planning.

As BCOP has focused on maintaining essential services during the pandemic, at the year end, we are now in a better position to review the future direction of the organisation and plans for refresh and growth. An extensive business review is scheduled for the autumn 2021 building on the lessons learned from the pandemic and possible future directions for the social care sector in the aftermath of the pandemic.

Going concern statement

The 2019/20 Strategic Report and financial statements outlined the nature of pandemic risk and financial exposure to the charity posed by Covid-19.

The risk continues to evolve though is increasingly mitigated through the vaccination roll out, more robust testing and the constant monitoring of infection prevention and control measures across all our services, notwithstanding the easing of Covid-19 restrictions in July 2021. Our operations remained open during 2020-21 when significant numbers of staff were impacted by sickness absence, self-isolation or shielding due to the pandemic. The Board is confident that the charity will continue to offer services to vulnerable older people during 2021-22 consistent with the standards required by Care & Housing regulations.

BCOP undertook a number of management actions in the year including focussing on an occupancy improvement drive, and reducing and/or deferring unnecessary expenditure where possible, which has improved the financial position including the cash balance at the end of the year. The cash flow position has improved significantly with the assistance of government funding of around £433k together with the drawdown of the Coronavirus Business Interruption Loan of £930k.

The Budget for 2021/22 has been based on up-to-date and prudent assumptions on occupancy and income levels. The critical impact for BCOP is the occupancy levels primarily within the nursing homes which have stabilised towards the end of the year and are now gradually improving into 2021/22. The forecast for 2021/22 has been extended into 2022/23 when we expect occupancy levels to revert back to pre-pandemic levels by March 2022.

We have also modelled the forecast impact on our bank covenants which have all been achieved.

In addition, there is recognition of ongoing government support in the form of grants which are to be rolled over to at least 30th September 2021, however, these have not been built into the forecasts providing further headroom.

The Trustees believe that even with the altered pandemic risks the Group is well placed to manage its financing and other business risks, and that there is a reasonable expectation that the Group will have adequate resources to continue in operation for at least 12 months from the signing date of the consolidated financial statements. The Board therefore confirms that these financial statements are prepared on the basis that the Group is a going concern.

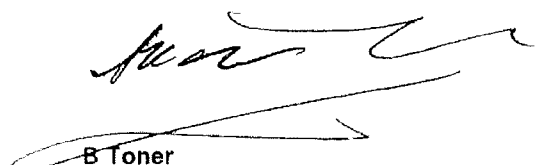
Broadening Choices for Older People
(A Company Limited by Guarantee)

Group Strategic Report (continued)
For the Year Ended 31 March 2021

Regulator governance compliance

BCOP has assessed its compliance with the Regulator of Social Housing's Governance and Financial Viability Standard and is compliant.

This Strategic Report prepared under the Companies Act 2006 was approved by the Board on 1 September 2021 and signed on its behalf.



B Toner
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' report
For the Year Ended 31 March 2021**

The Trustees present their report and the financial statements for the year ended 31 March 2021.

Company status and principal activity

The Trustees submit their report, including the audited consolidated financial statements of Broadening Choices for Older People for the year ended 31 March 2021. This report forms the Directors' report for the purposes of the Companies Act 2006.

Results

The surplus for the year amounted to £720,538 (2020 - loss £6,653).

Trustees

The Trustees, who also form the Board, who served during the year to 31 March 2021 are:

B Toner (Chair of Board)
C Cooban (Chief Executive)
N Topping (Chair of Operations Committee)
A Jones (re-elected 20 September 2020, Chair of Audit Committee)
K Halliday (re-elected 20 September 2020)
G Maidens (resigned 16 June 2021)
N Bradbury
J Bennett
V Pritchard-Wilkes (appointed 25 November 2020)
T Pattni (appointed 25 November 2020)
D Sizer (appointed 25 November 2020)

Under the terms of the statutory guarantee, the Trustees are deemed to be the statutory members and as such have given an undertaking to contribute up to £1 each if called upon to do so.

Going concern

At 31 March 2021 the group has cash at bank of £2.3m. The Board has reviewed the group's budgets and funding requirements and is satisfied that the group is a going concern and it has therefore continued to adopt the going concern basis in preparing the consolidated financial statements.

The Board will continue to manage the financial stability of the organisation by monitoring its operational activities and looking at ways of reducing expenditure and increasing cost effectiveness and value for money.

Qualifying third party indemnity provisions

Professional indemnity insurance is in place for the Trustees.

Matters covered in the strategic report

The Company has chosen in accordance with section 414C(11) of the Companies Act 2006, to set out in the company's Strategic Report information required by this Schedule to be contained in the Trustees' Report in respect of future developments and financial risk management.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' report (continued)
For the Year Ended 31 March 2021**

Disclosure of information to auditors

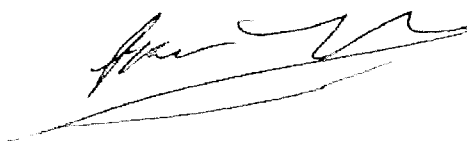
Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as the Trustee is aware, there is no relevant audit information of which the Charity and the Group's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity and the Group's auditors are aware of that information.

Auditors

During the year, the Charity's Audit Committee undertook a formal review and tender process. The result of this process was that RSM UK Audit LLP resigned as auditors to the Charity and Dains LLP were appointed to fulfil this role. Dains LLP has indicated its willingness to continue in office as auditors and will be proposed for re-appointment as auditors of the Charity at the forthcoming Annual general meeting.

This Trustees' Report, which contains all information required in a Directors' Report by the Companies Act 2006, was approved by the Board on 1 September 2021 and signed on its behalf.



B Toner
Chair

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Trustees' Responsibilities Statement
For the Year Ended 31 March 2021**

The Trustees/Directors are responsible for preparing the Group Strategic Report, the Trustees' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law and registered social housing legislation requires the Trustees/Directors to prepare financial statements for each financial year. Under that law the Trustees/Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Trustees/Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the Group and of the profit or loss of the Group for that period.

In preparing these financial statements, the Trustees/Directors are required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees/Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008, the Charities Act 2011, the Housing SORP 2014 "Statement of Recommended Practice for Registered Housing Providers" and the Accounting Direction for private registered providers of social housing in England 2019. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent auditors' report to the shareholders of Broadening Choices for Older People

Opinion

We have audited the financial statements of Broadening Choices for Older People (the 'parent Charity') and its subsidiaries (the 'Group') for the year ended 31 March 2021, which comprise the Group Statement of comprehensive income, the Group and Charity Statements of financial position, the Group Statement of cash flows, the Group and Charity Statement of changes in reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Charity's affairs as at 31 March 2021 and of the Group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent auditors' report to the shareholders of Broadening Choices for Older People (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group strategic report and the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group strategic report and the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report and the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent auditors' report to the shareholders of Broadening Choices for Older People (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our knowledge and experience of the housing and nursing home sectors;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the financial reporting legislation, Charities Act 2011, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

Independent auditors' report to the shareholders of Broadening Choices for Older People (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the Charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Other matters

The financial statements for the year ended 31 March 2020 were audited by RSM UK Audit LLP who expressed an unmodified opinion on those statements on 16 October 2020.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Independent auditors' report to the shareholders of Broadening Choices for Older People (continued)

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Morris FCA (Senior statutory auditor)

for and on behalf of

Dains LLP

Statutory Auditor

Chartered Accountants

Birmingham

1 September 2021

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Comprehensive Income
For the Year Ended 31 March 2021

	Note	2021 £	2020 £
Turnover	4	7,662,848	7,814,324
Operating expenditure	4	(7,211,107)	(7,543,134)
Operating surplus	4,9	451,741	271,190
Fair value movements on investments	17	314,280	(217,232)
Income from listed investments	6	41,239	48,545
Interest receivable and similar income	7	275	2,091
Interest payable and similar expenses	8	(86,997)	(111,247)
Surplus/(deficit) for the financial year		720,538	(6,653)
Other comprehensive income/(expense)			
Actuarial (losses)/gains in respect of defined benefit pension scheme	29	(469,000)	528,000
Other comprehensive (expense)/income for the year		(469,000)	528,000
Total comprehensive income for the year		251,538	521,347

The notes on pages 39 to 71 form part of these financial statements.

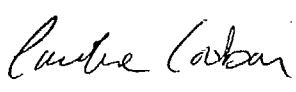
Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650

Consolidated Statement of Financial Position
As at 31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Housing properties	13	10,151,084	10,280,115
Other tangible assets	16	11,080,038	11,208,451
Investments	17	1,942,241	1,629,610
		<u>23,173,363</u>	<u>23,118,176</u>
Current assets			
Stocks	19	27,300	24,346
Debtors: amounts falling due within one year	20	236,107	279,243
Cash at bank and in hand	21	2,253,990	815,169
		<u>2,517,397</u>	<u>1,118,758</u>
Creditors: amounts falling due within one year	22	(1,190,056)	(1,093,859)
Net current assets		<u>1,327,341</u>	<u>24,899</u>
Total assets less current liabilities		<u>24,500,704</u>	<u>23,143,075</u>
Creditors: amounts falling due after more than one year	23	(6,555,668)	(5,820,577)
Provisions for liabilities			
Net assets excluding pension liability		<u>17,945,036</u>	<u>17,322,498</u>
Defined benefit pension scheme liability	29	(743,364)	(372,364)
Net assets		<u><u>17,201,672</u></u>	<u><u>16,950,134</u></u>
Reserves			
Endowment fund	28	34,329	34,329
Restricted funds	28	1,641,562	1,609,539
Revenue reserve	28	15,525,781	15,306,266
		<u><u>17,201,672</u></u>	<u><u>16,950,134</u></u>

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 1 September 2021.


B Toner
Chair


C Cooban
CEO

The notes on pages 39 to 71 form part of these financial statements.

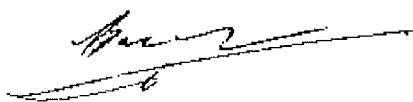
Broadening Choices for Older People
(A Company Limited by Guarantee)
Registered number:03685650

Charity Statement of Financial Position
As at 31 March 2021

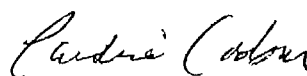
	Note	2021 £	2020 £
Fixed assets			
Housing properties	13	9,971,725	10,101,114
Other tangible assets	16	11,080,038	11,208,451
Investments	17	1,942,241	1,629,610
		<u>22,994,004</u>	<u>22,939,175</u>
Current assets			
Stocks	19	27,300	24,342
Debtors: amounts falling due within one year	20	236,222	278,710
Cash at bank and in hand	21	2,250,410	811,517
		<u>2,513,932</u>	<u>1,114,569</u>
Creditors: amounts falling due within one year	22	(2,030,593)	(1,920,286)
Net current assets/(liabilities)		<u>483,339</u>	<u>(805,717)</u>
Total assets less current liabilities		<u>23,477,343</u>	<u>22,133,458</u>
Creditors: amounts falling due after more than one year	23	(6,440,602)	(5,704,293)
Net assets excluding pension liability		<u>17,036,741</u>	<u>16,429,165</u>
Defined benefit pension scheme liability	29	(743,364)	(372,364)
Net assets		<u><u>16,293,377</u></u>	<u><u>16,056,801</u></u>
Reserves			
Restricted funds	28	768,823	750,544
Revenue reserve	28	15,524,554	15,306,257
		<u><u>16,293,377</u></u>	<u><u>16,056,801</u></u>

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 1 September 2021.

B Toner
Chair



C Cooban
CEO



The notes on pages 39 to 71 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated statement of changes in reserves
For the Year Ended 31 March 2021

	Endowment Fund £	Restricted Funds £	Revenue Reserve £	Total £
At 1 April 2019	34,329	1,562,456	14,832,002	16,428,787
Comprehensive income for the year				
Deficit for the year	-	-	(6,653)	(6,653)
Actuarial gain in respect of defined benefit pension scheme	-	-	528,000	528,000
Total comprehensive income for the year	-	-	521,347	521,347
Transfers (Note 28)	-	47,083	(47,083)	-
At 1 April 2020	34,329	1,609,539	15,306,266	16,950,134
Comprehensive income for the year				
Surplus for the year	-	-	720,538	720,538
Actuarial loss in respect of defined benefit pension scheme	-	-	(469,000)	(469,000)
Total comprehensive income for the year	-	-	251,538	251,538
Transfers (Note 28)	-	32,023	(32,023)	-
At 31 March 2021	34,329	1,641,562	15,525,781	17,201,672

The notes on pages 39 to 71 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Company statement of changes in reserves
For the Year Ended 31 March 2021

	Restricted Funds	Revenue Reserve	Total
	£	£	£
At 1 April 2019	727,955	14,832,002	15,559,957
Comprehensive income for the year			
Deficit for the year	-	(31,156)	(31,156)
Actuarial gain in respect of defined benefit pension scheme	-	528,000	528,000
	-	496,844	496,844
Total comprehensive income for the year			
Transfers (Note 28)	22,589	(22,589)	-
At 1 April 2020	750,544	15,306,257	16,056,801
Comprehensive income for the year			
Surplus for the year	-	705,576	705,576
Actuarial loss in respect of defined benefit pension scheme	-	(469,000)	(469,000)
	-	236,576	236,576
Total comprehensive income for the year			
Transfers (Note 28)	18,279	(18,279)	-
At 31 March 2021	768,823	15,524,554	16,293,377

The notes on pages 39 to 71 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows
For the Year Ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Surplus for the financial year	720,538	(6,653)
Adjustments for:		
Profit on disposal of tangible assets	-	(126)
Amortisation of deferred capital grant	(35,886)	(35,884)
Depreciation of tangible fixed assets	279,849	376,344
Interest payable	86,997	111,247
Interest receivable	(41,514)	(50,510)
(Increase)/decrease in stocks	(2,954)	2,524
Decrease in debtors	43,136	198,030
Increase in creditors	86,060	68,759
Fair value movements on investments	(314,280)	217,232
Pension contributions paid	(145,000)	(172,000)
Pension scheme costs	39,000	52,000
Net cash generated from operating activities	715,946	760,963
Cash flows from investing activities		
Sale of tangible fixed assets	-	79,269
Purchase of tangible fixed assets	(22,405)	(262,712)
Purchase of listed investments	(302,064)	(630,790)
Sale of listed investments	217,147	629,919
Interest received	275	1,965
Income from listed investments	41,239	48,545
Net cash from investing activities	(65,808)	(133,804)
Cash flows from financing activities		
Net movement on borrowings	781,114	(138,168)
Loan interest paid	(78,997)	(90,247)
Net cash used in financing activities	702,117	(228,415)
Net increase in cash and cash equivalents	1,352,255	398,744
Cash and cash equivalents at beginning of year	1,055,191	656,447
Cash and cash equivalents at the end of year	2,407,446	1,055,191

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Consolidated Statement of Cash Flows (continued)
For the Year Ended 31 March 2021**

	2021 £	2020 £
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	2,253,990	815,169
Cash on deposit awaiting investment	153,456	240,022
	<u>2,407,446</u>	<u>1,055,191</u>

Broadening Choices for Older People
(A Company Limited by Guarantee)

Consolidated Analysis of Net Debt
For the Year Ended 31 March 2021

	At 1 April 2020 £	Cash flows £	New loans £	At 31 March 2021 £
Cash at bank and in hand	815,169	508,821	930,000	2,253,990
Debt due after 1 year	(2,994,966)	97,023	(868,000)	(3,765,943)
Debt due within 1 year	(136,846)	51,863	(62,000)	(146,983)
	<u>(2,316,643)</u>	<u>657,707</u>	<u>-</u>	<u>(1,658,936)</u>

The notes on pages 39 to 71 form part of these financial statements.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2021

1. General Information

Broadening Choices for Older People is a private company, limited by guarantee and domiciled and incorporated in England and Wales. It is a Registered Provider of social housing with the Regulator of Social Housing (formerly the Homes & Communities Agency) and a Registered Charity.

The Charity's registered office address and registered numbers are set out in the Charity Information page.

The Charity's and the Group's principal activities are the provision of nursing care and the management of accommodation for older people.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP), including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS102"), the Housing SORP 2014 "Statement of Recommended Practice for Registered Housing Providers" and they comply with the Accounting Direction for Private Registered Providers of Social Housing 2019. They have been prepared under the historical cost convention modified to include investments at fair value and on the Going Concern basis as set out in the Strategic Report and the Trustees' Report.

Broadening Choices for Older People meets the definition of a public benefit entity under FRS102.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Charity and its own subsidiaries ("the Group") as if they form a single entity.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, contingent consideration and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at fair value at the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

Where acquisitions are in substance a gift of one business or another, the fair value of the gifted asset is accounted for as a donation in the year of acquisition within the Consolidated Statement of Comprehensive Income.

All intra-Group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. All financial statements are made up to 31 March. All Group entities adopt consistent accounting policies.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.3 Going concern

In order to consider the appropriateness of the going concern basis, the Trustees have reviewed the outcome of a scenario analysis conducted last year which considered the evolving nature of pandemic risk that could give rise to varying levels of financial exposure, if appropriate mitigating actions were not in place.

Performance over the past year shows an improved financial position than that projected in the mid/best-case scenario analysis modelled in March 2020, notwithstanding the local peaks of Covid-19 infection in March-May 2020, and again January-February 2021. The Board approved a Budget for 2021-22 based on prudent assumptions and forecasts around income streams and expenditure levels. As such, the charity is confident of achieving a breakeven/modest surplus position in the year to March 2022 sufficient to ensure that our covenant requirements will be met. Occupancy levels in our services are expected to return to pre-pandemic levels by 2021-22 year end. The organisation considers that the Going Concern basis remains appropriate for the preparation of these financial statements based on the following indicators: a healthy cash at bank position of £2.3m incorporating a CBIL Loan which was made available in December 2020, the benefit of government measures including specific grants for the care sector which will continue to be distributed until at least September 2021; and the impact of prudent cost control measures.

The Trustees have confidence that with the increasingly robust vaccination and testing programmes, BCOP is well placed to manage its financing and other business risks. The charity has assessed that it has adequate resources to continue operational activities for at least 12 months from the signing date of these consolidated financial statements. Our funders continue to support BCOP as evidenced in the CBIL arrangement.

The Board therefore confirms that these financial statements are prepared on the basis that the Group is a going concern. The Trustees have made this assessment after consideration of BCOP's cash flows and related assumptions and in accordance with the Guidance published by the UK Financial Reporting Council.

2.4 Turnover

Turnover comprises rental income, service charges, and fees receivable from housing activities and nursing homes, income receivable from day centres, catering activities, and management of schemes, it also includes legacies and donations receivable.

Legacies are included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. In addition, where the entitlement and probability criteria have been met, but the monetary value is not completely certain, the Group makes estimates and assumptions concerning the value.

2.5 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.6 Government grants

Government grants include grants receivable from Homes England (formerly the Homes & Communities Agency), Local Authorities and other government bodies.

Grants are accounted under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

Government grants received for housing properties are recognised in the Consolidated Statement of Comprehensive Income over the useful economic life of the structure of the housing asset and, where applicable, the individual components of the structure (excluding land) under the accruals model. The deferred element of grants is included in creditors as deferred income.

2.7 Income from listed investments

Income from listed investments is included in the Consolidated Statement of Comprehensive Income when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

2.8 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2.9 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.10 VAT

The company was deregistered for VAT with effect from 1 October 2014. Therefore all expenditure is shown inclusive of VAT.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.11 Housing properties and Nursing home properties

Housing properties and Nursing home properties are stated at historical cost less accumulated depreciation and impairment losses where applicable. Historical cost includes the cost of acquiring land and buildings and expenditure that is directly attributable to the initial equipping of the Group's properties necessary for them to be capable of operating in the manner intended by management, including interest costs on related loans and freehold and leasehold costs.

The Group separately identifies the major components to its housing properties and nursing home properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Freehold – Land	Nil
Freehold – Structure	60-100
Leasehold – Land & Structure	Over remaining lease term
Assets under construction	Nil
Windows	30
Kitchens	15
Bathrooms	15
Roofs	35 to 75

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that enhance the economic benefits of the assets, are capitalised as improvements. Such enhancements can occur if improvements result in either:

- An increase in rental income;
- A material reduction in future maintenance costs;
- A significant extension to the life of the property.

2.12 Other tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Individual fixed assets costing £2,000 or greater are normally capitalised.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.12 Other tangible assets (continued)

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line and reducing balance methods.

Depreciation is provided on the following bases:

Leasehold improvements & office equipment	- 20% straight-line or period of lease if shorter
Motor vehicles	- 33% reducing balance
Nursing and Sheltered Housing fixtures and equipment	- 10% - 50% straight-line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Impairment of tangible fixed assets

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is assessed, being the higher of its fair value less costs to sell and value-in-use based on its service potential. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.14 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in the Consolidated Statement of Comprehensive Income for the period.

2.15 Stocks

Stocks relate to small tools and are stated at cost.

2.16 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.17 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.18 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.19 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2.20 Employee benefits and pensions

The costs of short-term employee benefits are recognised as a liability and an expense.

The company participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust. The Social Housing Pension Scheme (SHPS) scheme is a multi-employer scheme which provides benefits to some 500 non-associated employers. The Pension Trust Growth Plan is also a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers.

Defined Benefit Scheme

These schemes were open to any employees who wished to join them. However no new members have joined the schemes since 2016. The deficit on the schemes is reported as a Net Defined Benefit Pension Scheme Obligation in the Statement of Financial Position (Balance Sheet).

The net defined benefit obligation represents the present value of the defined benefit obligation minus the fair value of scheme assets out of which obligations are to be settled. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost (Note 10). Net interest on the net defined benefit liability comprises the interest cost on the defined benefit obligations and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligation. These amounts are recognised within net income/expenses (Note 8). Actuarial gains and losses and the difference between the interest income on scheme assets and the actual return on scheme assets are recognised as actuarial gains/losses within Other Comprehensive Income or Expense.

Defined Contribution Scheme

The amounts charged as expenditure represent the contributions payable by the Group in the year.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

2. Accounting policies (continued)

2.21 Financial instruments

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and loans to and from group undertakings.

2.22 Reserves

Revenue reserves represent those resources which may be used towards meeting any of the charitable objects of the Group at the discretion of the Board.

Restricted funds comprise all funds received with restrictions imposed by the funder/donor.

The endowment fund comprises property of the Group which the Board may not spend as if it were income. It must be held permanently, but can be used in furthering the Group's purposes or to produce an income for the Group.

2.23 Apportionment of management expenses

Direct employee, administration, and operating costs are apportioned between the operations which generate income, on the basis of the costs of the staff to the extent that they are directly engaged in each of the operations dealt with in these financial statements.

2.24 Taxation

The Charity is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 2 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Defined Benefit Pension Scheme liabilities

The Group, through the use of a scheme actuary as a management expert, assesses the assets and liabilities of the scheme, and hence the net liability at each year end using a number of key assumptions including mortality rates, discount rates, inflation and salary growth in order to establish the fair value of the assets and liabilities at the balance sheet date. Further information in relation to the assumptions used to evaluate the deficit as at 31 March 2021 is set out in Note 29 to the financial statements.

Economic Life of Assets

An estimation of the useful economic life of the Group's assets are determined by management and disclosed within the Accounting Policies. This impacts the policy for the depreciation of these assets. The relevant assets and depreciation are set out in Notes 13 and 16 to the financial statements.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for any current and former tenants and against any sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of any provision is based on historical experience and future expectations. The amounts involved are disclosed in Note 20 to the financial statements.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

4. Particulars of turnover, operating expenditure and operating surplus/(deficit)

	Turnover 2021 £	Operating expenditure 2021 £	Operating surplus / (deficit) 2021 £	Turnover 2020 £	Operating expenditure 2020 £	Operating surplus / (deficit) 2020 £
Social housing lettings (see note 5)	1,281,736	(971,978)	309,758	1,146,690	(1,214,655)	(67,965)
Non-social housing activities:						
Nursing homes	5,864,562	(5,768,723)	95,839	6,557,540	(6,266,766)	290,774
Donations and legacies	68,859	(6,111)	62,748	62,669	(17,631)	45,038
Other activities	14,326	(30,930)	(16,604)	47,425	(44,082)	3,343
Subtotal excluding government grants	7,229,483	(6,777,742)	451,741	7,814,324	(7,543,134)	271,190
Government grants	433,365	(433,365)	-	-	-	-
Total including government grants	7,662,848	(7,211,107)	451,741	7,814,324	(7,543,134)	271,190

Government grant income relates to claims made to the various government support schemes in response to the Covid-19 outbreak.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2021

5. Particulars of income and expenditure from social housing lettings

	2021 £	2020 £
Group		
Rent receivable net of identifiable service charges	678,470	611,510
Service charge income	567,380	499,294
Net Rental Income and Turnover from Social Housing Lettings	1,245,850	1,110,804
Amortisation of Government grants	35,886	35,886
Net Income and Turnover from Social Housing Lettings	1,281,736	1,146,690
Management	(403,990)	(379,605)
Services	(278,028)	(285,042)
Routine Maintenance	(153,935)	(240,087)
Depreciation of housing properties	(136,025)	(309,921)
Operating expenditure on social housing lettings	(971,978)	(1,214,655)
Operating surplus/(deficit) on social housing lettings	309,758	(67,965)

The void costs for 2021 were £289,142 (2020 - £135,031).

6. Income from listed investments

	2021 £	2020 £
Income from listed investments	41,239	48,545

7. Interest receivable and similar income

	2021 £	2020 £
Deposit account interest receivable	275	1,965
Gain on fixed asset disposal	-	126
	275	2,091

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2021

8. Interest payable and similar expenses

	2021 £	2020 £
Bank charges and interest charges	-	3,357
Loan Interest payable	75,687	83,580
Financing costs	3,310	3,310
Net interest expense in respect of defined benefit pension scheme (Note 29)	8,000	21,000
	<u>86,997</u>	<u>111,247</u>

9. Operating surplus

The operating surplus is stated after charging/(crediting) the following:

	2021 £	2020 £
Depreciation of properties	255,034	346,027
Components written down	-	50,688
Depreciation of other tangible assets	24,815	30,317
Amortisation of government grants	(35,886)	(35,886)
Auditor's remuneration - audit	18,900	26,822
Auditor's remuneration - non-audit	3,600	-
Operating lease charges - other	23,087	27,478
Operating lease charges - land and buildings	75,775	73,382

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2021

10. Employees

Staff costs were as follows:

	Group 2021 £	Group 2020 £
Wages and salaries	4,436,168	4,414,999
Social security costs	342,977	351,756
Defined contribution pension scheme costs	139,266	136,991
Defined benefit pension scheme - current service cost	34,000	46,000
	<u>4,952,411</u>	<u>4,949,746</u>

The average monthly number of employees during the year was as follows:

	2021 No.	2020 No.
Support Office	15	13
Nursing Homes	216	220
Repairs and Maintenance	4	7
	<u>235</u>	<u>240</u>

The average number of employees in the year expressed as full-time equivalents was as follows:

	2021 No.	2020 No.
Support Office	13	11
Nursing homes	181	181
Repairs and Maintenance	4	4
	<u>198</u>	<u>196</u>

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2021

11. Key management personnel

Key management personnel includes the Board, the Chief Executive and senior management.

Their emoluments consist of salary and the value attributed to benefits in kind.

	2021 £	2020 £
Key management remuneration		
Aggregate of emoluments	164,950	161,527
Aggregate of pension contributions	11,210	10,063
	<u>176,160</u>	<u>171,590</u>

	2021 £	2020 £
Highest paid Trustee - Chief Executive		
Aggregate of emoluments	73,426	72,014
Aggregate of pension contributions	8,522	7,415
	<u>81,948</u>	<u>79,429</u>

No employee other than the Chief Executive, received emoluments above £60,000. No fees or remuneration were payable to the Board. Expenses for members of the Board which were not subject to income tax were £Nil (2020 - £Nil).

The Chief Executive is an ordinary member of the Social Housing Pension Scheme and no enhanced or special terms apply. No contributions are made to any individual pension arrangement of the Chief Executive.

No other member of the Board (2020 - same) is a member of the Social Housing Pension Scheme.

12. Parent charity profit for the year

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The surplus after tax of the parent Charity for the year was £705,576 (2020 - deficit £31,156).

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

13. Tangible Fixed Assets - Housing Properties

Group

	Freehold Properties £	Leasehold Properties £	Total £
Cost			
At 1 April 2020	11,924,242	1,225,480	13,149,722
Additions	6,994	-	6,994
At 31 March 2021	11,931,236	1,225,480	13,156,716
Depreciation			
At 1 April 2020	2,082,849	786,758	2,869,607
Charge for the year on owned assets	110,627	25,398	136,025
At 31 March 2021	2,193,476	812,156	3,005,632
Net book value			
At 31 March 2021	9,737,760	413,324	10,151,084
At 31 March 2020	9,841,393	438,722	10,280,115

Included in Freehold Properties above is freehold land of £2,350,966 (2020 - £2,350,966) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2020 - £46,720). Included within freehold properties are costs incurred of £32,219 (2020 - £32,219) relating to shared ownership properties.

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

13. Tangible Fixed Assets - Housing Properties (continued)

Charity

	Freehold Properties £	Leasehold Properties £	Total £
Cost			
At 1 April 2020	11,731,939	1,225,480	12,957,419
Additions	6,994	-	6,994
At 31 March 2021	11,738,933	1,225,480	12,964,413
Depreciation			
At 1 April 2020	2,067,800	788,505	2,856,305
Charge for the year	110,985	25,398	136,383
At 31 March 2021	2,178,785	813,903	2,992,688
Net book value			
At 31 March 2021	9,560,148	411,577	9,971,725
At 31 March 2020	9,664,139	436,975	10,101,114

Included in Freehold Properties above is freehold land of £2,230,966 (2020 - £2,230,966) which is not depreciated.

The total capitalised interest in cost of freehold properties is £46,720 (2020 - £46,720). Included within freehold properties are costs incurred of £32,219 (2020 - £32,219) relating to shared ownership properties.

14. Number of units

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Number of units owned and managed				
Nursing and residential home bed spaces	130	130	130	130
Housing accommodation	150	150	144	144
Shared ownership	2	2	2	2
Managed on behalf of others	10	10	16	16
	292	292	292	292

Broadening Choices for Older People
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Notes to the Financial Statements
For the Year Ended 31 March 2021

15a. Expenditure on works to existing housing properties

Expenditure on works to existing housing properties include the following:

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Improvement work capitalised	6,994	17,000	6,994	17,000
Amounts charged to Statement of Comprehensive Income	153,935	240,087	153,935	240,087
	<u>160,929</u>	<u>257,087</u>	<u>160,929</u>	<u>257,087</u>

15b. Social Housing Assistance

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Capital grants received for social housing assistance	3,432,749	3,432,749	3,294,548	3,294,548
	<u>3,432,749</u>	<u>3,432,749</u>	<u>3,294,548</u>	<u>3,294,548</u>

**Broadening Choices for Older People
(A Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2021**

16. Other tangible assets

Group

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2020	12,830,738	743,435	102,774	145,204	13,822,151
Additions	13,971	1,440	-	-	15,411
At 31 March 2021	12,844,709	744,875	102,774	145,204	13,837,562
Depreciation					
At 1 April 2020	1,716,660	704,746	99,331	92,963	2,613,700
Charge for the year on owned assets	119,009	13,040	1,137	10,638	143,824
At 31 March 2021	1,835,669	717,786	100,468	103,601	2,757,524
Net book value					
At 31 March 2021	11,009,040	27,089	2,306	41,603	11,080,038
At 31 March 2020	11,114,078	38,689	3,443	52,241	11,208,451

Included in Nursing home properties above is freehold land of £2,286,640 (2020 - £2,286,640) which is not depreciated.

Broadening Choices for Older People
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2021

16. Other tangible assets (continued)

Charity

	Nursing home properties £	Leasehold improvements and office equipment £	Motor vehicles £	Nursing and Sheltered Housing fixtures and equipment £	Total £
Cost					
At 1 April 2020	12,830,738	393,326	102,774	106,391	13,433,229
Additions	13,971	1,440	-	-	15,411
At 31 March 2021	12,844,709	394,766	102,774	106,391	13,448,640
Depreciation					
At 1 April 2020	1,716,660	354,637	99,331	54,150	2,224,778
Charge for the year on owned assets	119,009	13,040	1,137	10,638	143,824
At 31 March 2021	1,835,669	367,677	100,468	64,788	2,368,602
Net book value					
At 31 March 2021	11,009,040	27,089	2,306	41,603	11,080,038
At 31 March 2020	11,114,078	38,689	3,443	52,241	11,208,451

Included in Nursing home properties above is freehold land of £2,286,640 (2020 - £2,286,640) which is not depreciated.

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17. Investments

	2021 £	2020 £
Listed investments - valuation		
At 1 April	1,389,588	1,605,949
Additions	302,064	630,790
Disposals	(217,147)	(629,919)
Movement in fair value	314,280	(217,232)
At 31 March	1,788,785	1,389,588
	2021 £	2020 £
Listed investment comprise:		
Fixed interest securities	344,070	280,618
Equities and Alternative Investments	1,444,715	1,108,970
Total	1,788,785	1,389,588
	2021 £	2020 £
Other investments		
Cash on deposit awaiting investment	153,456	240,022
Total Investments	1,942,241	1,629,610

The fair values of the listed equity investments are based on quoted market prices for the equity shares using the bid price at year end.

	2021 £	2020 £
Investments held at fair value - historic cost	1,558,473	1,490,445

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18. Investments - Charity

Subsidiary undertakings

	2021 £	2020 £
Investments in audit exempt subsidiaries comprise:		
BCOP Services Limited - Company No. 06956792	1	1
Emma Ball and Rolason Almshouses - Charity No. 246857	-	-
The Pargeter and Wand Trust - Charity No. 210725	-	-
	<u>1</u>	<u>1</u>

The registered offices of the subsidiaries are as stated in the Charity Information page. Other than BCOP Services Limited, they are audit exempt, unincorporated charitable trusts.

BCOP Services Limited is a dormant company.

In 2012/13, the Charity became sole Trustee and thereby assumed control of the Emma Ball and Rolason Almshouses, an almshouse charity. The charity provides 6 almshouse residences.

On 1 March 2015, the Charity became sole Trustee and thereby assumed control of The Pargeter and Wand Trust for £Nil consideration. The Pargeter and Wand Trust is a grant giving registered Charity (No 210725), which pays annuities for qualifying applicants within the Trust's objectives.

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19. Stocks

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Small tools	27,300	24,346	27,300	24,342

20. Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Rent and service charge debtors	290,330	277,880	289,693	277,736
Less: bad debt provision	(131,437)	(119,955)	(131,437)	(119,955)
	158,893	157,925	158,256	157,781
Prepayments and accrued income	77,214	121,318	77,966	120,929
	236,107	279,243	236,222	278,710

21. Cash at bank and in hand

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Cash at bank and in hand	2,253,990	815,169	2,250,410	811,517

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22. Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank loans	146,983	136,846	146,983	136,846
Trade creditors	155,793	173,589	155,793	173,589
Amounts owed to group undertakings	-	-	841,755	827,645
Other taxation and social security	74,758	98,082	74,758	98,082
Accruals and other creditors	774,047	639,366	774,047	639,366
Funds held for third parties	133	7,634	133	7,634
Deferred capital grants (Note 25)	38,342	38,342	37,124	37,124
	1,190,056	1,093,859	2,030,593	1,920,286

Details of security for the bank loans are given in Note 23.

23. Creditors: Amounts falling due after more than one year

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank loans	3,765,943	2,994,966	3,765,943	2,994,966
Deferred capital grant (Note 25)	2,789,725	2,825,611	2,674,659	2,709,327
	6,555,668	5,820,577	6,440,602	5,704,293

Included within bank loans is a loan of £930,000 obtained via the Coronavirus Business Interruption Loan Scheme. As part of this loan, the government will pay any arrangement fees and interest for the first 12 months. Interest then accrues on a floating rate basis at a margin of 4.090 per cent per annum.

The bank loans are secured through fixed and floating charges given by Broadening Choices for Older People on 29 November 2017. The fixed charges are against properties at Robert Harvey House and Anita Stone Court. The fixed loan accrues interest at 2.83 per cent and the floating loan accrues interest at 1.58 per cent as at 31 March 2021. The properties are included in Notes 13 & 16 in Housing freehold properties (Anita Stone Court Assisted Living), and Nursing home properties.

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For the Year Ended 31 March 2021

24. Loans

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Amounts falling due within one year				
Bank loans	146,983	136,846	146,983	136,846
Amounts falling due 1-2 years				
Bank loans	341,548	142,913	341,548	142,913
Amounts falling due 2-5 years				
Bank loans	3,300,395	451,414	3,300,395	451,414
Amounts falling due after more than 5 years				
Bank loans	124,000	2,400,639	124,000	2,400,639
	3,912,926	3,131,812	3,912,926	3,131,812

25. Deferred Capital Grant

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
As at 1 April	2,863,953	2,899,837	2,746,450	2,781,118
Released in year	(35,886)	(35,884)	(34,668)	(34,668)
	2,828,067	2,863,953	2,711,782	2,746,450

The deferred capital grant estimated release is phased as follows:

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
For release in less than one year	38,342	38,342	37,124	37,124
For release in more than one year	2,789,725	2,825,611	2,674,659	2,709,327
	2,828,067	2,863,953	2,711,783	2,746,451

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26. Financial instruments

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Financial assets				
Debt instruments measured at amortised cost	263,407	301,831	263,522	301,442
Instruments measured at fair value through income and expense	1,788,785	1,389,588	1,788,785	1,389,588
	<u>2,052,192</u>	<u>1,691,419</u>	<u>2,052,307</u>	<u>1,691,030</u>
Financial liabilities				
Measured at amortised cost	(4,917,657)	(4,050,483)	(5,759,412)	(4,878,128)

27. Called up share capital

The company is limited by guarantee and as such does not have share capital. Under the terms of the statutory guarantee, the Board are deemed to be statutory Members and as such have given an undertaking to contribute up to £1 each if called upon to do so. There are 11 such members at 31 March 2021 (8 at 31 March 2020).

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28. Restricted Reserves

	Opening balance £	Transfers to / (from) reserves £	Closing balance £
Group 2021			
Endowment fund	34,329	-	34,329
Other Restricted	1,609,539	32,023	1,641,562
Total	1,643,868	32,023	1,675,891

	Opening balance £	Transfers to / (from) reserves £	Closing balance £
Group 2020			
Endowment fund	34,329	-	34,329
Other Restricted	1,562,456	47,083	1,609,539
Total	1,596,785	47,083	1,643,868

	Opening balance £	Transfers to / (from) reserves £	Closing balance £
Company 2021			
Other Restricted	750,544	18,279	768,823
Total	750,544	18,279	768,823

	Opening balance £	Transfers to / (from) reserves £	Closing balance £
Company 2020			
Other Restricted	727,955	22,589	750,544
Total	727,955	22,589	750,544

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28. Restricted Reserves (continued)

Other restricted reserves - 2021 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing Balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	711,630	15,279	(100)	726,809
Belsize	28,039	3,100	-	31,139
Mrs Jollys	2,067	-	-	2,067
Company	750,544	18,379	(100)	768,823
Pargeter & Wand	301,523	6,783	(4,773)	303,533
Emma Ball	557,472	25,173	(13,439)	569,206
Group	1,609,539	50,335	(18,312)	1,641,562

Restricted reserves comprise:

- Anita Stone Court reserve- Income and expenditure restricted to the development of the Anita Stone development.
- Robert Harvey House Sensory Street – Income and expenditure restricted to the development of Sensory Street experience.
- Emma Ball and Rolason Almshouses, from 2013, an almshouse charity providing six almshouse residences, and a restricted fund to update and maintain the scheme, and support individual almspeople.
- The Pargeter and Wand Trust, from 2015, a grant giving registered Charity which pays annuities to women of the age of 55 or over, who have never married and who are living in condition of need, hardship or distress.
- Rhodes, Belsize and Mrs Jolly's Trusts. The use of funds for these charities is as follows:
 - o The Rhodes Trust is constituted as a special trust with funds to support the provision of homes for older people in necessitous circumstances.
 - o The Belsize Charitable Trust is a part of a fund to support charities to provide small grants of up to £250 to older people aged 60 or over, towards the purchase of household appliances.
 - o Mrs Jolly's Gentlefolks Charity is restricted to the allocation of small grants to assist people who are unable to maintain themselves by reason of age or ill-health.

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28. Restricted Reserves (continued)

Other restricted reserves - 2020 are analysed as follows:

	Opening balance £	Income £	Expenditure £	Closing balance £
Robert Harvey Sensory Street	1,100	-	-	1,100
Anita Stone Court	7,708	-	-	7,708
Rhodes Trust	692,641	20,454	(1,465)	711,630
Belsize	24,439	4,000	(400)	28,039
Mrs Jollys	2,067	-	-	2,067
Company	727,955	24,454	(1,865)	750,544
Pargeter & Wand	296,850	9,080	(4,407)	301,523
Emma Ball	537,651	27,915	(8,094)	557,472
Group	1,562,456	61,449	(14,366)	1,609,539

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29. Pension commitments

The Charity participates in one defined contribution and two defined benefit schemes under the Social Housing Pension Scheme ("SHPS") that are managed by The Pensions Trust.

Defined Contribution Scheme

The assets of this scheme are held separately from those of the Charity and are administered separately from the assets of the Defined Benefit Scheme.

Defined Benefit Schemes

The Charity participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2017. This valuation revealed a deficit of £1.522m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026.

The Scheme is classified as a 'last-man-standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme was carried out with an effective date of 30 September 2018. The liability figures from this valuation were rolled forward for accounting year-ends from 31 March 2019 to 29 February 2020 inclusive.

Similarly, actuarial valuations of the scheme were carried out as at 30 September 2019 to inform the liabilities for accounting year ends from 31 March 2020 to 28 February 2021 inclusive, and as at 30 September 2020 to inform the liabilities for accounting year ends from 31 March 2021 to 28 February 2022 inclusive.

The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

The assets of both Defined Benefit Schemes are held separately from those of the Charity and are administered separately from each other and the assets of the Defined Contribution Scheme.

The pension charge represents contributions payable by the Charity to the funds during the year and amounted to £139k (2020 - £137k).

Pension contributions totalling £36.0k were due to the fund as at 31 March 2021 (2020 - £28.8k)

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29. Pension commitments (continued)

	2021	2020
	£000	£000
Reconciliation of present value of plan liabilities		
At the beginning of the year	3,893	4,435
Current service cost	34	46
Administrative expenses	5	6
Interest cost	93	99
Member contributions	12	16
Benefits paid	(153)	(162)
Actuarial gains due to scheme experience	(187)	(71)
Actuarial losses/(gains) due to changes in demographic assumptions	18	(43)
Actuarial losses/(gains) due to changes in financial assumptions	778	(433)
At the end of the year	4,493	3,893

Reconciliation of present value of plan assets:

	2021	2020
	£000	£000
At the beginning of the year	3,521	3,436
Interest income	85	78
Experience on plan assets (excluding amounts included in interest income)		
- gain/(loss)	140	(19)
Employer contributions	145	172
Member contributions	12	16
Benefits paid	(153)	(162)
At the end of the year	3,750	3,521

**Broadening Choices for Older People
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**Notes to the Financial Statements
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29. Pension commitments (continued)

Composition of plan assets:

	2021 £000	2020 £000
Global Equity	598	515
Absolute Return	207	183
Distressed Opportunities	108	68
Credit Relative Value	118	97
Alternative Risk Premia	141	246
Fund of Hedge Funds	-	2
Emerging Markets Debt	151	107
Risk Sharing	137	119
Insurance-Linked Securities	90	108
Property	78	78
Infrastructure	250	262
Private Debt	89	71
Opportunistic Illiquid Credit	95	85
High Yield	112	-
Opportunistic Credit	103	-
Corporate Bond Fund	222	201
Liquid Credit	45	1
Long Lease Property	74	61
Secured Income	156	134
Liability Driven Investment	953	1,168
Net Current Assets	23	15
Total plan assets	3,750	3,521

	2021 £000	2020 £000
Defined benefit pension scheme liability		
Fair value of plan assets	3,750	3,521
Present value of plan liabilities	(4,493)	(3,893)
Net pension scheme liability	(743)	(372)

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29. Pension commitments (continued)

The amounts recognised in the Consolidated Statement of Comprehensive Income (SoCI) were as follows:

	2021	2020
	£000	£000
Current service cost	34	46
Net interest expense	8	21
Administrative expenses	5	6
Defined benefit costs recognised in SOCI	47	73

The amounts recognised in Other Comprehensive Income (OCI) were as follows:

	2021	2020
	£	£
Experience on plan assets (excluding amounts included in interest income) - gain/(loss)	140	(19)
Actuarial gains due to scheme experience	187	71
Actuarial (losses)/gains due to changes in demographic assumptions	(18)	43
Actuarial (losses)/gains due to changes in financial assumptions	(778)	433
Total amount recognised in OCI - (loss)/gain	(469)	528

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29. Pension commitments (continued)

Principal actuarial assumptions at the Statement of Financial Position date (expressed as weighted averages):

	2021	2020
	%	%
Discount rate	2.12	2.41
Future salary increases	3.84	2.68
Inflation (RPI)	3.31	2.68
Inflation (CPI)	2.84	1.68
Mortality rates		
- for a male aged 65 now	21.6 years	21.5 years
- at 65 for a male aged 45 now	22.9 years	22.9 years
- for a female aged 65 now	23.5 years	23.3 years
- at 65 for a female member aged 45 now	25.1 years	24.5 years

30. Commitments under operating leases

At 31 March 2021 the Group and the Charity had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group	Charity	Charity
	2021	2020	2021	2020
	£	£	£	£
Not later than 1 year	83,069	86,638	83,069	86,638
Later than 1 year and not later than 5 years	45,963	87,204	45,963	87,204
	129,032	173,842	129,032	173,842

31. Other financial commitments

At 31 March 2021 the Group and Charity have planned, but not contracted for, capital works totalling £123,200 (2020 - £167,700) which are not provided for in these financial statements.

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32. Related party transactions

Group and Charity

The company has two Board members who act as Trustees to the charity Wiggin Cottage Homes for which the Charity acts as the managing agent. The management fee charged in the year was £5,171 (2020 - £5,171). At the year end £114,700 (2020 - £130,169) was owed to Wiggin Cottage Homes.

The Charity pools surplus funds with its subsidiaries to easily manage the Group's investment portfolio. Interest is charged on the loans at the Group's deposit rate. At the year end the Charity has balances due to subsidiaries of £965,091 (2020 - £827,645).