

Older People's Commissioner for Wales

Annual Report and Financial Statements

2015-16

Older People's Commissioner for Wales
Annual Report and Financial Statements for the period ended 31 March 2016

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1 PERFORMANCE REPORT

1.1 OVERVIEW

Foreword

Older people in Wales are a phenomenal asset. And whilst it is right that we do our utmost to protect and provide care and support to older people who need it, our starting point must always be recognising their value, their knowledge, their expertise and the contribution that they make in so many different ways. In a climate of financial austerity, the social capital of our older people is a resource that we must not fail to recognise or invest in.

Older people want to, and have a right to, continue to be fully included in society, involved in the decisions that affect their lives, participating and contributing as new services are designed and developed. The things that matter to many older people are no different to the things that matter to many of us: feeling valued, able to do the things we enjoy, feeling safe and living in places that suit the lives we lead.

But so often, older people are excluded from society, portrayed as a group apart with negative imagery that reinforces false assumptions around frailty, decline and dependence. That's why I launched my Say No to Ageism Campaign last year – to challenge the stereotypes associated with growing older and to highlight the systemic ageism throughout society that people so often face as they grow older, which is divisive, patronising and damaging, both to older people and our wider society.

To most of us, in one way or another, our older people are everyday heroes and as a nation we must reframe the way we think about age and growing older, essential if older people are to have equality and parity with other age groups.

Older people have a right to be seen as individuals and to have real rights that they can use or that can be upheld on their behalf. I made a strong call on the next Government of Wales to take action to strengthen the rights of older people, to empower them and ensure that their voices cannot be overlooked or ignored. I will continue to work hard until this is a reality, until the rights of older people across Wales are protected and promoted.

With partners, work also took place across Wales as part of the Ageing Well in Wales Programme, which was established by me and is hosted by my office, to improve the wellbeing of older people in our communities and I was delighted that every Local Authority published an Ageing Well plan for its area for the first time during 2015-16.

I have also worked to drive change in areas in which older people's needs have been historically forgotten, areas in which ineffective, one-size-fits-all approaches are common. Domestic abuse is one such area. Over the past year, I have worked hard with partners across Wales to grow knowledge, understanding and good practice to ensure that the 40,000 older people who are the victims of domestic abuse, many of whom will have experienced this abuse for years, are better protected and supported. I also established the Wales Against Scams Partnership and was delighted to see the launch of its charter and action plan, which maps out a wide range of work that will be undertaken across the public, private and third sectors to tackle scams in all their forms.

Older people have been very clear about the importance of focusing on outcomes that are relevant to their wellbeing and quality of life and it is vital that, as set out in my published priorities, the wellbeing of older people is embedded at the heart of public services. The Well-being of Future Generations (Wales) Act, as well as the associated Public Service Boards and Wellbeing Plans, provides an opportunity to transform public services and the lives of people in Wales, but no-one must be left behind. The aspirations behind the Act must extend to people living in care homes, those who are isolated, those who find themselves in positions of vulnerability and people living with dementia.

I therefore published my 'Dementia: more than just memory loss' report in March 2016, in which people living with dementia clearly set out what needs to be improved. I expect their views to be carefully listened to and be reflected in the work that will now take place within public services across Wales.

As a nation of older people, our watchwords should be inclusion and equality, full participation, ensuring that people's lives have value, meaning and purpose. From time to time, older people will need those of us in public service to be there to support and assist them and we should always strive to improve what we do and ensure that older people are seen as partners in all that we do.

Quite simply, we should never forget that we are fortunate to be a nation of older people and that they are, through what they have done and what they continue to do for us, a group that should be admired, respected and seen as a national asset.

About the Older People's Commissioner for Wales

These accounts have been prepared in accordance with the Direction given by Welsh Ministers in accordance with the Commissioner for Older People (Wales) Act 2006, (the Act), Schedule 1 Paragraph 10 (1) (b).

History and statutory background

The office of the Commissioner for Older People in Wales was established under Section 1 of the Act. I took up post as Commissioner on 4 June 2012.

The functions of the role of the Commissioner are to:

- Promote awareness of the interests of older people in Wales.
- Promote the provision of opportunities for, and elimination of discrimination against, older people in Wales.
- Encourage good practice in the treatment of older people in Wales.
- Keep under review the adequacy and effectiveness of the law affecting the interests of older people in Wales.

I am funded by, but operate independently of, Welsh Ministers and am accountable to the National Assembly for Wales (the Assembly) for the use of resources made available to me. In 2015-16 I received funding of £1.725million which included a non-recurring allocation of £10k for the Ageing Well in Wales Programme that is hosted by my office (2014-15: £1.750million).

My organisational mission

My work is driven by what older people tell me matters most to them and their voices are at the heart of all that I do.

My role is to ensure that all older people have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services they need. I want Wales to be a good place to grow older, not just for some but for everyone.

The Older People's Commissioner for Wales is an independent voice and champion for older people, standing up and speaking out on their behalf to ensure they have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services they need.

The Commissioner's role and legal powers, which support me in delivering change on behalf of older people, are defined by the Commissioner for Older People (Wales) Act 2006 and accompanying Regulations.

The Act outlines the action that I as Commissioner, am able to take to ensure that the interests of older people are safeguarded and promoted when public bodies discharge their functions and the assistance the Commissioner may provide directly to older people in certain situations

Review of the 2015-16 Financial Year

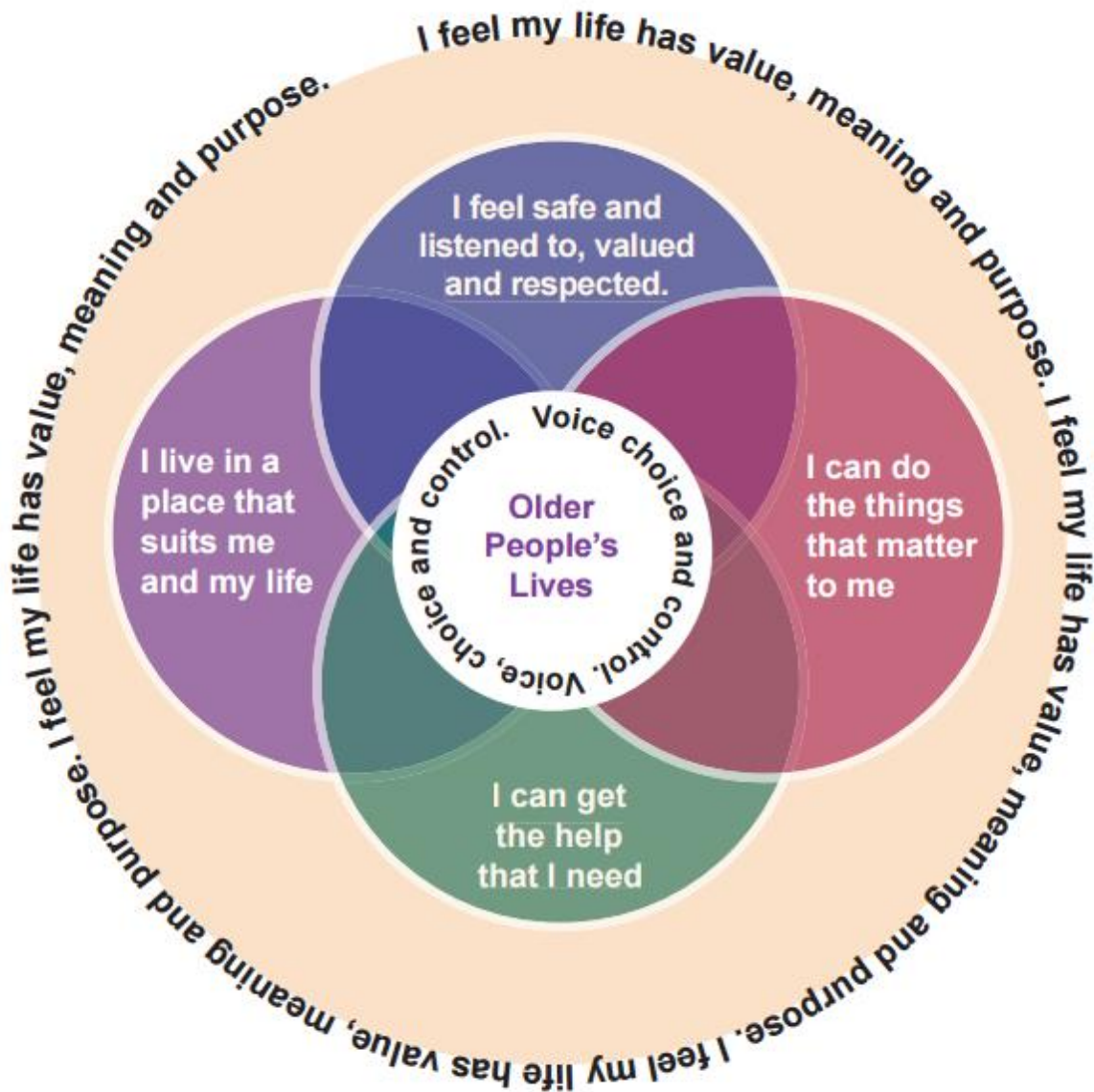
The Statement of Comprehensive Net Expenditure shows for 2015-16 net expenditure of £1.902 million (2014-15: £1.748million)

Reserves at the year-end were £0.104 million (2014-15: £0.281million). I need to retain a reasonable level of reserves to exercise the statutory functions within the Act but importantly act upon any unplanned, urgent and important matters brought to my attention. Such additional costs are likely to be associated with legal proceedings and additional staff resources. I also use these reserves to support non recurrent programmes of work both in 2016-17 and in future years. This was outlined in the Estimate to Ministers that I submitted in October 2015, which is available on my website.

Website link: [Commissioner's Estimate](#)

Commissioner's Priorities

Following extensive engagement with older people, the Commissioner identified a range of factors that contribute to an individual having a good quality of life, as set out in the Commissioner's Quality of Life Model (see fig. 1 below).



The Quality of Life Model was used in the development of the Commissioner's Framework for Action 2013-17, which outlines her priorities and the change she expects to see delivered for older people across Wales, as well as the role she will play in delivering this change.

The Framework sets out five priorities that underpin the Commissioner's operational work programme each year:

- Embedding the wellbeing of older people at the heart of public services
- Driving up the quality of - and availability and access to - health and social care
- Protecting and improving community services, facilities and infrastructure
- Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected
- Tackling prejudice, inequality and discrimination

Key Issues and Risks

In delivering the priorities within her Framework for Action, the Commissioner has set herself a challenging agenda in which risk is inherent. The overall risk is one of reputational damage, resulting from the Commissioner not being seen as impactful or a good custodian of public money.

The Commissioner's approach to risk is that:

- Risk is inevitable.
- Real time, multi-level, quantitative identification of risk, including consideration of the cumulative impact of risk.
- Effective mitigating action and monitoring of its effectiveness to prevent risk becoming an issue.
- Full and open disclosure of discussion with Audit and Risk Assurance Committee and Internal and External Auditors who are in attendance at every Audit and Risk Assurance Committee meeting (this Committee advises the Commissioner on Strategic Risk Management and monitors and evaluates the robustness of the sources of assurance which underpin and informs the Commissioner's assessment and management of risk).

The Commissioner and the Audit and Risk Assurance Committee have identified the following corporate risks:

- Reputational Risk
The management of reputational risk will determine the success or failure of the Commissioner, both personally to the post holder and to the brand of the organisation. The main element is failure to deliver.

- **Political Risk**
The Commissioner may become alienated from Welsh Government and others due to vested interests, pressure groups, relationships with governments and individuals.
- **Financial Risk**
This is always likely to be a risk but even more so in the current economic climate.

These corporate risks align with our four key corporate business areas. The Commissioner has then considered risks within these areas, taken mitigating action and identified further action required. The remaining risk and further action required is recorded in the risk register.

- **Resources; people and money;**
The work of the Commissioner fails to effectively demonstrate the maximum use of resources.
- **Governance; regularity and legal framework;**
The Commissioner does not comply with recognised governance standards, including the regularity and legal framework.
- **Reputation and stakeholder support;**
The Commissioner fails to deliver impactful change as set out in the Framework for Action.
The Commissioner fails to deliver the change that others expect.
The Commissioner's independence is compromised.
- **Business delivery and performance.**
The Commissioner fails to deliver a reliable service to older people and stakeholders.
The work of the Commissioner fails to deliver impact.

The risks set out above are integrated within the Commissioner's corporate risk matrix (refreshed for 2016/17), which is formally discussed quarterly at the Commissioner's Audit and Risk Assurance Committee meetings.

In addition to using the Corporate Risk Register, the Commissioner monitors risk in the following ways:

- Monthly discussion with Directors about risk potential and its impact and closeness. This directly links to the key triggers identified in the Corporate Risk Register.
- Monthly discussion between Directors and their teams.
- Periods of transition are underpinned by specific risk profiles.

All risk, regardless of its source, is considered for escalation to the Corporate Risk Register.

The record of this is shared with the Audit and Risk Assurance Committee as backing papers to the Corporate Risk Register, enabling them to see the rationale for the identification of corporate risk. Where a trigger is met prior to a meeting of the Audit and Risk Assurance Committee, this is notified directly to Audit and Risk Assurance Committee members by the Commissioner.

Work Delivered During 2015-16

Engagement with Older People

The Commissioner has continued to reach out and listen to older people across Wales to ensure that they know about her work and the ways in which she can help and support them. This engagement also ensures that the voices of older people continue to guide and shape the Commissioner's work.

During 2015-16, the Commissioner and her team met with 218 groups across Wales, travelling over 20,000 miles to engage with over 5,600 older people, with a particular focus on reaching out to those with protected characteristics and those whose voices are seldom heard.

The Commissioner also undertook a number of joint visits with Assembly Members, MPs, Council Leaders and Councillors from across Wales so they could hear directly from older people about their experiences and understand the challenges they face.

Stakeholder Engagement

In addition to her engagement with older people in their communities, the Commissioner continued to engage with more formal organisations

that represent older people, such as the National Pensioners Convention, Active Wales (formerly the National Old Age Pensioners Association of Wales), Cymru Older People's Alliance and the National Partnership Forum, as well as with older people's forums across Wales.

Throughout 2015-16, the Commissioner also continued to work with public bodies across Wales – including Health Boards, Local Authorities, Local Service Boards, the Wales Audit Office, the Equality and Human Rights Commission, Public Health Wales and Trading Standards – as well as a wide range of third sector organisations such as Age Alliance Wales, Age Cymru, Alzheimer's Society, Diverse Cymru, RNIB Cymru and the Joseph Rowntree Foundation, delivering keynote speeches at conferences and events, and meeting with key individuals within these organisations.

This work is essential to grow knowledge and understanding about older people's experiences, the challenges they face and the issues that affect their lives. It also allows the Commissioner to promote good practice and identify opportunities for partnership working to deliver shared aims and objectives to improve older people's lives and drive change on their behalf.

Media

Working with the media throughout the year has allowed the Commissioner to reach out to large numbers of older people so they know about her work and ensures that the issues that affect older people are highlighted to the wider public.

The Commissioner maintained a strong media presence across television and radio during 2015-16, appearing many times on BBC Wales Today, ITV Wales news, S4C Newyddion, BBC Radio Wales and BBC Radio Cymru.

The Commissioner also secured extensive media coverage in daily newspapers, such as the Western Mail, Daily Post, South Wales Argus, South Wales Evening Post and South Wales Echo, as well as weekly local newspapers across Wales. In addition, comments made by the Commissioner on a number of issues were included in stories run by National UK newspapers, including the Independent and Daily Mail.

The Commissioner has also continued to write columns and articles for a variety of other publications, such as magazines, journals, blogs and

Welsh language publications to ensure that she continues to reach out to as many older people and stakeholders across Wales as possible.

Casework

The Commissioner's Casework Team provides direct assistance and support to older people and their families across Wales, intervening in cases where help is required to challenge the decision making and practice of public bodies. Many of the older people who contact the Commissioner feel that they have no voice and no power, and that their right to make choices about the things that affect their lives have been taken away from them.

During 2015-16, the Commissioner's Casework Team provided assistance and support to 413 older people. Many of the cases the team dealt with were highly complex and involved dealing with multiple agencies to resolve a wide range of issues. The most common subjects the Casework team were contacted about were care, residential care, housing, finances and health.

Casework provides essential information about the experiences of older people across Wales. When an issue is raised that has wider relevance to older people, the Commissioner often undertakes further, more strategic work to ensure that the issue is addressed.

'Dementia: more than just memory loss' Report

In March 2016, the Commissioner published her 'Dementia: more than just memory loss' report, following a series of interviews and focus groups across Wales with people living with dementia and those who care for them, undertaken on the Commissioner's behalf by Age Cymru.

The report's findings showed that there is still a lack of knowledge and understanding of dementia and that dementia services often lack the flexibility to meet people's needs. Furthermore, a lack of co-operation between services creates unnecessary difficulties and barriers, alongside significant variations in the quality of services across Wales.

The Commissioner set out a number of actions within the report that need to be delivered to address the issues identified, including work to ensure services are more dementia supportive, improved training for staff and better post-diagnosis support.

A programme of follow-up work is planned to ensure that public bodies are fulfilling their commitments and delivering the change that people living with dementia and their carers want and need to see.

Care Home Review

Following the publication of the Commissioner's Care Home Review Report – 'A Place to Call Home?' – in November 2014, the public bodies subject to its requirements for action submitted action plans in Spring 2015, setting out their commitments to deliver the improvements needed to ensure that older people living in care homes have the best possible quality of life.

Whilst the responses from Health Boards and Local Authorities were particularly strong, initial submissions from the Welsh Government and CSSIW did not provide the Commissioner with the assurances needed that action would be taken to deliver the change required. The Welsh Government and CSSIW were therefore required to provide further written evidence, setting out how they would deliver the outcomes included within the Commissioner's Review report. These submissions did provide the Commissioner with the assurances she needed and regular, ongoing meetings are now being held with the Director of Social Services and key officials in the Welsh Government to monitor progress against delivery plans.

Details of the Commissioner's planned follow-up Review, which is scheduled to begin in February 2017, will be published soon, setting out the proposed approach and areas of focus.

Care Home Provider Seminars

Through engagement with care home providers throughout the Care Home Review, it became clear that they would welcome opportunities to find out more about the good practice highlighted by the Commissioner in her Review report and the practical ways in which they could improve the lives of residents.

A series of seminars was therefore held across Wales, delivered in partnership with key organisations working to improve residential and nursing care, in which good practice could be shared and new, innovative approaches to care delivery could be explored. Topics covered by the seminars included engaging with residents, understanding dementia, creating welcoming environments and the dining experiences.

Additional seminars are planned throughout 2016-17 to provide further opportunities to share good practice with care home providers across Wales.

Say No To Ageism Campaign

To challenge the stereotypes associated with growing older and to change the way society thinks about older people, the Commissioner launched her 'Say No To Ageism' Campaign on the International Day of Older People 2015 (October 1), making clear the impact of ageism upon older people, as well as the significant contribution older people make to communities across Wales, which is worth over £1bn to the economy every year.

The campaign was made up of several strands, including a campaign video to challenge the myths about older people, which has been viewed over 2,000 times; a website hub of useful resources; and an interactive photo gallery of 'Everyday Heroes' – older people highlighting the things they do that make a difference to people's lives or communities but are often overlooked, such as volunteering or caring.

Tweets relating to the campaign were seen over 16,000 times, while the campaign's Thunderclap message (social media users sign up to share a message at the same time) was also very effective, with a potential reach of around 180,000 people.

Many organisations, stakeholders and politicians across Wales also shared their own tweets and photos to show their support for the campaign and spread its key messages, including a statement of opinion tabled in the National Assembly for Wales in support of the campaign.

Taking Action Against Ageism Toolkit

As part of the Commissioner's ageism campaign, the 'Taking Action Against Ageism' toolkit for older people was developed to empower them to challenge ageism in its various forms.

The toolkit, which has been widely distributed to older people across Wales, provides practical information and advice about how to recognise ageism – in work, in the media, in health and care services, and in consumer services – and sets out clearly the ways in which older people can challenge unfair treatment and discrimination.

Tackling Ageism Training

Another key strand of the Commissioner's ageism campaign was a training course developed for professionals working on behalf of older people, particularly those responsible for the design and delivery of services.

The training course helps participants to understand ageism and its impact upon older people, as well as the ways in which unconscious prejudices can affect the design and delivery of public services and the importance of adopting a rights-based approach to service delivery. 187 professionals took part in the training during 2015-16 and feedback has been very positive.

A similar training course was also developed for older people and has been rolled out to groups across Wales. This version of the training helps older people to recognise when they are the victims of ageism and discrimination and how they can challenge ageist and discriminatory practice in public services. 10 of these training sessions were held across Wales and 199 older people have taken part to date.

During 2015-16, the Commissioner also worked with the NHS Centre for Equality and Human Rights to develop an online training module for NHS staff in Wales. This training has an even greater focus on how human rights and a rights-based approach can be used within the health service to deliver improvements for older people.

Further training sessions, for professionals and for older people, are planned during 2016-17.

Improving the Quality of Health Care Services

Critique of Health Board Annual Quality Statements

In February 2016, the Commissioner published a critique of Health Boards' Annual Quality statements, building upon similar scrutiny work undertaken in previous years, which considered the extent to which these documents were successfully communicating with and providing assurances to older people.

Whilst there was still room for continuing development and greater clarity, it was clear that there has been a positive direction of travel and that feedback provided to Health Boards on their 2013-14 Annual Quality Statements has been used in a positive and constructive way.

Welsh Government guidance (via the February 2016 Welsh Health Circular) on 2015-16 Annual Quality Statements now includes references to the expectations set out by the Commissioner in her feedback to Health Boards and the subsequent, ongoing discussions held with them on this matter.

Outcomes-based reporting

At the end of 2014-15, the Commissioner wrote to all Health Boards, setting out 12 key areas in which improvements were needed in terms of transparency, accountability and reporting on outcomes.

A roundtable meeting was subsequently held with key Health Board representatives, including Chairs and Directors of Nursing, to discuss and agree how transparency and outcomes-based reporting could be improved to ensure that the experiences of older people and the issues that they face would be reported on and discussed at Board level.

As a result, all Health Boards have agreed to report on and discuss the outcomes and experiences of older people in Board meetings from the start of April 2016 onwards, essential to support continuous improvements in the experiences of older people using hospital services in Wales.

Improving integration between health and social care

Following my analysis of the statements of intent published by Health Boards and Local Authorities in 2014, which set out the ways in which they would deliver greater integration between health and social care, the Commissioner hosted an interactive workshop in April 2015 to grow knowledge and understanding about what successful integration would look like, and how success could be measured.

Participants considered why integration was so important for older people, the benefits it brings and the price of failing; what a successful integrated health and social care system would look like; and what indicators should be used to measure success.

As a result of the workshop, participants had a far better understanding that traditional measurements, which focus on systems and processes rather than outcomes, would not be effective in judging the success of health, social care and wider public services, and that ongoing engagement with older people about their experiences was essential to identify areas of concern and deliver improvements at a local, regional and national level.

There was also recognition that effective partnership working with the housing sector, the third sector and other key service providers is essential to deliver improved outcomes for older people.

Care Home 'Top Up Fees'

Paying for care is both a complex and emotive issue, and the Commissioner received a number of enquiries during 2015-16 relating to requests from care home providers for 'third party payments' or charges for 'additional services', often referred to colloquially as 'top up fees'.

In addition to confusion about what these additional payments are for, older people shared concerns that they would be forced to move to another care home should they or their families be unable to meet such charges. The Commissioner therefore wrote to all care home providers in Wales in March 2016, as well as to Local Authority and Health Board Commissioners, clearly outlining her expectations that:

- 'Top-up fees' should never be used to pay for, or subsidise the cost of, basic care and should not be necessary to ensure that an individual's needs and wellbeing is met
- Greater clarity is needed on what individuals and their families are being asked to pay for
- Personal Expenses Allowance should never be used to pay for, or subsidise, the cost of care

The Commissioner will continue to listen to the voices and experiences of older people and their families to ensure that they do not feel they are being treated unfairly or disproportionately and negatively impacted by the 'top up fees' system for care within care homes.

Aids and Adaptations

Following the Commissioner's calls for improvements to be made to the home adaptations system in Wales, the Welsh Government commissioned a review into the system, undertaken by Shelter, Tai Pawb and Cardiff Metropolitan University. The Commissioner provided extensive evidence to this review, clearly setting out her expectations on behalf of older people.

As a result of the review, the Welsh Government made a commitment to set up an 'Enhanced Adaptations System Delivery Group' to devise a new adaptations system for Wales to improve delivery times and the experiences of individuals. As a member of this group the Commissioner

ensured that the needs and interests of older people were considered and reflected as decisions were made.

In March 2016, the Commissioner welcomed the announcement from the Minister for Communities and Tackling Poverty that the new adaptations system would be rolled out from 1 April 2016. The Commissioner will continue to sit on the Enhanced Adaptations System Delivery Group to ensure that the new system is underpinned by robust monitoring and evaluation arrangements as it is rolled out and continues to develop.

Partnership working with Wales Audit Office

The Commissioner worked closely with the Wales Audit Office during 2015-16, to enable the publication of their 'Supporting the Independence of Older People: Are Councils Doing Enough?' report. The report reflected many of her calls for preventative, innovative and outcomes-focused services for older people.

The Commissioner also worked with the Wales Audit Office Good Practice Exchange team on two shared learning seminars, which attracted a diverse range of participants from the public and third sectors, as well as older people's forum members.

The seminars focused on the need for innovative solutions to tackle loneliness and social isolation, creative approaches to providing much-needed lifelong learning opportunities and the ways in which the public and third sectors can work in collaboration more effectively to improve the lives of older people.

Ageing Well in Wales

During 2015-16, membership of Ageing Well in Wales local networks increased significantly as a result of extensive engagement in communities across Wales. Over 1,000 groups and individuals are now members of Ageing Well local networks, driving forward the programme's aims and objectives at a community level.

Local Authorities in Wales have also published Local Plans, setting out the work they will undertake to deliver Ageing Well priorities. Within the plans, there is a particular focus on creating age-friendly communities and communities that offer greater support to people living with dementia in Wales.

At a strategic level, national partners – including the Welsh Government, the NHS in Wales and Police and Crime Commissioners – are developing a wide range of action to deliver improvements under the five key Ageing Well themes (Age-friendly communities, dementia supportive communities, falls reduction, loneliness and isolation, learning and employment) during Phase Two of the Programme.

Awareness Raising Seminars and Presentations

Three seminar events were held during 2015-16 to raise awareness of the domestic abuse that is faced by older people. The topics covered by the seminars included the scale of the abuse of older people in Wales, the links between ageism and abuse, human rights, domestic abuse within BME communities, the vital role of advocacy and the support available for victims of domestic abuse.

The seminars, which included presentations from experts working in adult protection and shared a wide range of good practice, were attended by over 300 front line professionals who have direct contact with older people.

Awareness raising presentations, which highlighted the abuse of older people as a key issue and set out what could be implemented to improve the lives of older people who are affected by abuse, were also delivered to a wide range of stakeholders during 2015-16, including All Safeguarding Boards in Wales, Directors of Health Boards and staff from Cwm Taf University Health Board.

Tackling inequality within the criminal justice system

The Commissioner called for the law to be changed to make it easier to prosecute those who abuse or neglect older people, or those who allow abuse or neglect to occur, such as managers and health and social care providers.

The Commissioner made clear that the law, as it currently stands, does not offer sufficient protection for older people who are the victims of substandard care, abuse or neglect, and does not provide a suitable deterrent to those who deliver substandard care or to those who abuse or neglect older people.

In addition, serious concerns were raised that the number of convictions for crimes against older people is disproportionately lower compared with the population as a whole, suggesting that the evidential test currently used is not fit for purpose, that there is a lack of willingness to

prosecute for crimes against older people, or that the law itself is not sufficient. The Commissioner shared her concerns with the Justice Secretary and the Director of Public Prosecutions and is currently working with the Law Commission to identify specific areas in which the current law is deficient.

The findings of this work will be presented to the UK Government and the Crown Prosecution Service, and the Commissioner will also set out clear expectations that action is taken to address the clear inequality that exists to ensure that a person's age is not a defining factor in whether the law provides them with support and protection.

Wales Against Scams Partnership

The Commissioner worked with Age Cymru throughout 2015-16 to formally establish the Wales Against Scams Partnership (WASP), which brings together a broad range of partners to better protect people from scams and make Wales a hostile place for the criminals who operate them.

In March 2016, WASP launched its Action Plan, which sets out in detail the work that will be undertaken by partners to tackle scams across Wales and protect older people during the coming year, including:

- Raising awareness and de-stigmatising scams
- Prevention and protection
- Identification and recording
- Enforcement, access to justice and restoration

The Action Plan and Charter were launched at the National Trading Standards Scams Team and Consumer Empowerment Alliance scams conference, which provided an excellent opportunity to share information with delegates from across the UK about the work already undertaken in Wales to tackle scams and the wide range of work planned going forward.

Guide to lasting powers of attorney

Working in partnership with the Office of the Public Guardian, the Commissioner produced and published 'An Easy Guide to Lasting Powers of Attorney' in January 2016, which was developed to help people to understand the importance of having a lasting power of attorney (LPA) to manage their finances, health and welfare. The guide also provides clear, accessible information about how to register an LPA

and provides answers to frequently asked questions about LPA, helping to ensure that future decisions are safeguarded.

Since its publication, the guide has been widely distributed in hard copy, both through the Commissioner's office and the Office of the Public Guardian, and has been downloaded over 1,000 times. The guide is also hosted on the Social Care Institute for Excellence website to ensure that professionals working with older people fully understand the benefits of an LPA and what the LPA process involves.

Information and guidance on domestic abuse and sexual violence

The Commissioner worked in partnership with the Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence (VAWDA) Team to develop information and guidance for front-line professionals on domestic abuse and sexual violence.

The guidance contains information on the prevalence of the abuse of older people and its common characteristics and the most effective ways to respond when an older person is being abused, as well as providing details about the legislation that could be used to safeguard an older person or secure a prosecution on someone's behalf.

Following a period of consultation, which gave individuals and stakeholders an opportunity to comment on its contents, the guidance is now being finalised and will be published during Summer 2016.

Additional work around safeguarding and protection

In addition to the work set out above, the Commissioner has also undertaken a wide range of other work relating to safeguarding and protecting older people in Wales:

- Printed and distributed further copies of 'Domestic abuse and sexual violence: help and support for older people in Wales' information leaflet, first published last year. Work with Public Health Wales to engage with GPs, has resulted in many GP practices requesting copies of the leaflet to display in their surgeries.
- Partnership work with the Gwent Police and Crime Commissioner and Gwent Police to support the introduction of the 'Herbert Protocol', a new initiative to find local missing people who have dementia.

- Supported Diverse Cymru with a Welsh Government funded initiative to identify issues relating to crimes against older people, particularly those from BAME backgrounds.
- Awarded 'White Ribbon Status' by the White Ribbon Campaign in recognition of the work undertaken to tackle domestic abuse. The Commissioner also supported 'Peace One Day', a global campaign focused on raising awareness of domestic abuse.
- Provided ongoing input on the issues that affect older people as a member of a number of key expert groups established to tackle domestic abuse – including the Mental Capacity Act Deprivation of Liberty Safeguarding Leadership Group, the Welsh Government's violence against women, domestic abuse and sexual violence 'Ask and Act' steering group and the Welsh Women's Aid Focus Group.
- Worked with BBC Wales to produce a radio programme and television news report on the scale and impact of the domestic abuse of older people.

Influencing Policy, Legislation and Practice

Welsh Government and National Assembly for Wales

Throughout 2015-16, the Commissioner continued to meet with Welsh Government Ministers to ensure that older people's voices are heard and that policy and practice reflects their needs. During these meetings, the Commissioner raised concerns about areas of legislation that are not sufficiently focused on older people and agreed how change could be delivered effectively on their behalf.

Work has also continued with Welsh Government Officials to ensure that they have a clear understanding of the issues that affect older people and how these can be addressed.

In addition to working with the Welsh Government and its officials, the Commissioner continued to work with the Chairs of relevant National Assembly Committees, highlighting potential areas for scrutiny, investigation and inquiry.

Consultation Responses and Evidence to Assembly Committees

During 2015-16, the Commissioner responded to 36 Welsh Government and National Assembly consultations during 2015-16, using the voices and experiences of older people to ensure that proposed policy and practice reflects their needs and will deliver positive outcomes.

The Commissioner and her team also gave evidence to a number of Inquiries undertaken by the National Assembly for Wales on a wide range of subjects including the regulation and inspection of social care, employment opportunities for people over 50, public health, buses and community transport, and residential care.

Regulation and Inspection of Social Care (Wales) Act

Whilst the Commissioner welcomed the publication of the Regulation and Inspection of Social Care (Wales) Bill and its aims, an analysis of its contents identified a number of areas in which the Bill could be strengthened to deliver more for older people.

The Commissioner highlighted her concerns about aspects of the Bill in written and oral evidence to the National Assembly's Health and Social Care Committee during the pre-legislative scrutiny process, as well as in briefings to Assembly Members during Stage 2 and Stage 3 Scrutiny.

Particular areas of concern included fitness to own, workforce registration, definition of care, integration of health and social care, commissioning and the use of lay assessors within the inspection process.

The Commissioner was pleased that amendments have subsequently been made to the Bill and action agreed in other key areas to address the concerns raised throughout the legislative process.

Wellbeing of Future Generations (Wales) Act 2015

Throughout 2015-16, the Commissioner engaged extensively with Local Service Boards to ensure that the wellbeing assessments and wellbeing plans that will be developed under the Act by the new statutory Public Services Boards will reflect and address the needs of older people and complement the Ageing Well in Wales action plans being delivered by Local Authorities.

As a result of these meetings, the Commissioner has developed formal guidance for Public Service Boards, due to be published during Summer

2016, to support the development of their wellbeing plans and the underpinning needs assessments.

The Commissioner also worked with the Welsh Government to ensure that the national indicators used to measure the impact of the Act are focused on outcomes and relevant to older people. Many of the indicators, published in March 2016, complement the Commissioner's Quality of Life Model on which her priorities are based, focusing on issues such as access to services and facilities, feeling safe at home and loneliness and isolation.

Making Rights Real for Older People

The Commissioner used Human Rights Day (10 December) to call on the next Government of Wales to introduce legislation that will protect and promote the rights of older people across Wales.

The Commissioner's proposal was to create a single piece of legislation that would not only bring together a number of internationally recognised instruments designed to protect older people's rights, but also address any gaps identified in current legislation that result in people's rights not being upheld. This legislation would create specific duties for public bodies and ensure that a rights based approach to public service delivery is adopted across Wales.

The Commissioner was delighted that her proposals received cross-party support and will work with the next Welsh Government to take this vital work forward during 2016-17. To support her in this work, the Commissioner established an advisory group of experts from across the public, legal and third sectors, as well as older people, to determine what could be included within the proposed legislation and how it would work in practice. The findings of this group will be presented to the Welsh Government and Assembly Members when they are published in Summer 2016.

Section 12 Guidance: Equality and Human Rights Impact Assessments and Scrutiny

Building upon work undertaken in previous years that made a strong case for the retention of key community services, the Commissioner used her statutory powers to provide formal Guidance to Local Authorities on Equality and Human Rights Impact Assessments and Scrutiny.

The Guidance, published in February 2016, sets out how to undertake robust and thorough impact assessments and scrutiny processes that identify any disproportionate impact upon older people when changes are proposed, as well as actions that can be taken to mitigate any potential impact. The guidance was developed with support from the Welsh Government, Welsh Local Government Association and Local Authorities.

In order to ensure an increased focus on older people's rights throughout the assessment process, the Guidance includes a newly developed Equality and Human Rights Impact Assessment tool, which combines an Equality Impact Assessment with a Human Rights Assessment to enable Local Authorities to undertake broader and more detailed impact assessments effectively and efficiently.

To support Local Authorities to incorporate the Guidance into their working practices, a series of training workshops commenced in March 2016 to ensure that Council Members and officers understand and can use a rights-based approach when considering changes to services or making decisions.

Additional work to influence policy, legislation and practice

To ensure that the needs of older people are understood by key stakeholders and reflected in their work, the Commissioner has also continued to influence policy and practice through being a member of, and working in partnership with, a wide range of expert groups and advisory boards / panels, including:

- National Assembly Wales Cross-Party Groups on older people and ageing, dementia, fuel poverty and community transport
- Welsh Government Tackling Poverty External Advisory Group
- Welsh Government Expert Group on Housing and Ageing Population
- Welsh Government Digital Inclusion Programme Board
- Welsh Government Public Transport Users Advisory Panel
- Citizens Advice Independent Advice Providers Forum
- Money Advice Service Wales Forum
- Good Practice Wales Steering Group
- DWP Strategic Partnership Board
- Community Transport Association Wales Committee

Sarah Rochira

Older People's Commissioner for Wales 29 July 2016

1.2 PERFORMANCE ANALYSIS

Performance Summary: Explanatory Note

The main focus of the Commissioner's work is to drive change on behalf of older people across Wales, influencing policy and practice through undertaking research to identify the ways in which services and support for older people can be improved, issuing formal guidance to public service providers and working with national and local government to ensure that the needs of older people are understood and reflected when services are developed and delivered.

As the Commissioner and her team do not provide services in a traditional sense, typical key performance indicators do not provide useful information about whether the Commissioner's work has been effective.

The performance summary that follows therefore considers performance from a more strategic point of view, in terms of what has been delivered against each of the priorities set out in the Commissioner's Framework for Action 2013-17. This approach allows the Commissioner to ensure that she is driving change across the full range of issues that older people say matter most to them.

N.B. A number of pieces of work delivered during 2015-16 relate to more than one of the Commissioner's priority areas, which is reflected in the table overleaf.

Performance Summary

| Priority one: Embedding the wellbeing of older people at the heart of public services | Priority two: Driving up the quality of – and availability and access to – health and social care | Priority three: Protecting and improving community services, facilities and infrastructure | Priority four: Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected | Priority five: Tackling prejudice, inequality and discrimination |
|--|--|--|--|---|
| <p>Extensive engagement with Local Service Boards across Wales to ensure that the wellbeing assessments and wellbeing plans that will be developed under the Act by the new statutory Public Services Boards will reflect and address the needs of older people and complement the Ageing Well in Wales (AWW) action plans being delivered by Local Authorities.</p> <p>Development of</p> | <p>Publication of ‘Dementia: more than just memory loss’ report and recommendations for service providers.</p> <p>Scrutiny of responses to Care Home Review & Requirements for Action.</p> <p>Seminars for Care Home Providers to grow knowledge and understanding.</p> <p>Critique of Health Board Annual Quality Statements & work to ensure</p> | <p>Partnership working with WAO to enable the publication of the ‘Supporting the Independence of Older People: Are Councils Doing Enough?’ Report.</p> <p>Work with WAO Good Practice Exchange Team to deliver two shared learning seminars looking at innovative ways to tackle loneliness, creative ways to provide lifelong learning opportunities and ways in which greater collaboration can be delivered.</p> <p>Ageing Well in Wales work with local and national</p> | <p>Casework support to older people and their families across Wales.</p> <p>Delivery of seminars for professionals to raise awareness of the scale and impact of the domestic abuse faced by older people.</p> <p>Establishment of the Wales Against Scams Partnership.</p> <p>Publication of an ‘Easy Guide to Lasting Powers of Attorney’.</p> <p>Development of information and guidance for front-line</p> | <p>Delivery of Say No To Ageism Campaign</p> <p>Delivery of Tackling Ageism Training.</p> <p>Publication of ‘Taking Action Against Ageism’ Toolkit.</p> <p>Securing cross-party support for legislation to protect and promote the rights of older people.</p> <p>Establishing advisory group of experts from across the public, legal and third sectors, as well as older people, to</p> |

| | | | | |
|---|---|--|--|---|
| <p>formal guidance for Public Service Boards to support the development of their wellbeing plans and the underpinning needs assessments.</p> | <p>greater focus on outcomes based reporting.</p> <p>Interactive workshop to grow knowledge & understanding around what successful integration of health & social care would look like & how success could be measured.</p> <p>Scrutiny of Regulation and Inspection of Social Care (Wales) Act and work to influence its contents.</p> | <p>partners.</p> <p>Publication of formal guidance on Equality and Human Rights Impact Assessments and Scrutiny to identify any disproportionate impact upon older people when changes to community services are proposed.</p> <p>Delivered training to ensure that Council Members & officers can incorporate the Guidance into their working practices and can use a rights based approach when considering changes to services or making decisions.</p> | <p>professionals on domestic abuse and sexual violence in partnership with the Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence (VAWDA) Team.</p> <p>Correspondence with care home providers, setting out expectations regarding care home 'top up fees'.</p> | <p>determine what could be included within legislation to protect & promote the rights of older people and how it would work in practice.</p> |
| <p>Ageing Well in Wales</p> | | <p>Ageing Well in Wales</p> | | |
| | | | <p>Work to tackle inequality within the criminal justice system.</p> | |
| <p>Responses to Welsh Government and National Assembly for Wales consultations & evidence provided to Committees, using older people's voices and experiences to influence policy and practice so it reflects their needs and will deliver positive outcomes.</p> | | | | |
| <p>Extensive engagement with older people across Wales (over 5,600 people) to ensure that they know about the Commissioner's work and the ways in which she can help them, and to ensure that their voices continue to guide and shape the Commissioner's work.</p> | | | | |

Engagement Summary 2015-16

In addition to the work delivered against the priorities in the Commissioner's Framework for Action (set out in the Performance Summary overleaf), the Commissioner and her team also travel extensively across Wales to meet and speak with older people, ensuring that their voices continue to guide and shape the Commissioner's work, and that they know about the ways in which the Commissioner can provide them with help and support.

Here is a summary of the Commissioner's engagement during 2015-16.

Engagement Summary 2015-16



Met with
218
older people's groups
across Wales

Engaged
with
over
5,600
older
people

Travelled over
20,000
miles
to engage with
older people

That's the
equivalent of
travelling to
Sydney
and back

Reached out to older
people in the places
they live their lives,
including:

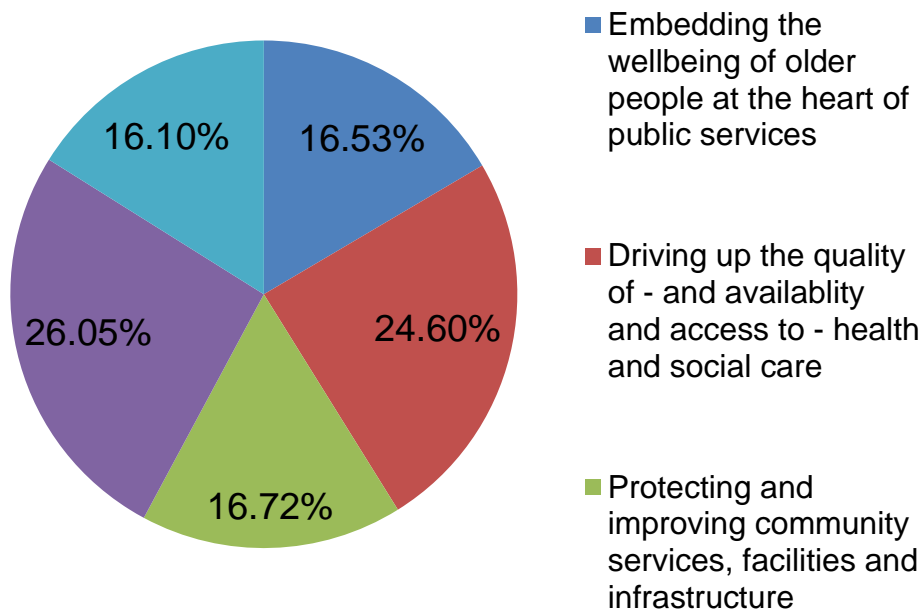
- social clubs
- day centres
- carers groups
- dementia cafes
- care homes
- & more...

An even greater focus
during 2015-16 on
engaging with
older people in all of
their diversity

Find out more about the
Commissioner's Engagement
Roadshow at:
[www.olderpeoplewales.com/
engagement.aspx](http://www.olderpeoplewales.com/engagement.aspx)

Allocation of expenditure to the Commissioner's priority areas

The chart below details expenditure against the priority areas set out in the Commissioner's Framework for Action, which provides a more meaningful picture of how the Commissioner spends the funding made available to her than through the standard financial reporting headings required for the Annual Accounts:



The largest proportion of expenditure during 2015-16 was in relation to the priority area of 'standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected'. Safeguarding of older people is a key priority area, with a particular focus given to casework support to older people and their families across Wales.

Similarly, Driving up the quality of – and availability and access to – health and social care was another priority area in which expenditure was proportionally higher, culminating in the publication of the 'Dementia: more than just memory loss' report and recommendations for service providers, as well as a series of seminar events held across Wales to support care home providers to deliver good practice as part of the follow-up work linked to the Commissioner's Care Home Review.

Sustainability report

I am committed to good environmental practices. Examples of how I pursue good environmental stewardship are set out below:

- Energy usage - as one of a number of tenants within a small modern office block it is not possible to have full control over the water, heat and lights facilities. However, there are thermostatically controlled valves on all the radiators, energy saving light bulbs, and movement sensitive lighting in some areas within the office environment.
- Travel plan - during 2014-15 my staff drew up a travel plan aimed at reducing the impact of travel. This covers:
 - Commuting to/from the site;
 - Travel during the course of my business and;
 - Travel to/from the site by visitors.

The plan which was developed with advice from Sustrans and Get Travel Wise, fits in with my aim to promote sustainability and the health and wellbeing of all staff. The plan received a Bronze Award from Get Travel Wise in March 2015.

- Vehicle usage - the office does not operate any vehicles but it does encourage the use of hired vehicles for longer journeys in order to ensure greatest efficiency. Staff are encouraged to share transport for official journeys where practicable. The use of public transport is encouraged wherever appropriate.
- Paper management – all staff have access to email, internet and an office intranet. These allow a wide range of information to be accessed without the need for paper distribution systems. Staff are encouraged to not print emails and other documents unless necessary.
- Products - suppliers are encouraged to use environmentally friendly products where possible. I use environmentally sound paper products such as re-cycled paper and envelopes.
- Waste Disposal - procedures are in operation for the recycling of materials, including paper, cardboard and some plastics, and arrangements are in place for the disposal of food waste.

Paper containing sensitive information is disposed of through confidential waste recycling facilities due to the obligation to maintain confidentiality in our enabling legislation. My office has a certificate of environmental accomplishment that certifies our shredding and recycling programme saved 31.8 trees from destruction in 2015-16 (32 in 2014-15).

2 ACCOUNTABILITY REPORT

2.1 CORPORATE GOVERNANCE REPORT

Director's Report

Working within the Commission

During 2015-16, I employed an average of 28.26 full time equivalent staff (27.94 in 2014-15). The Strategic Management Team working with me during 2015-16 comprised:

| | |
|-------------------|--|
| Alison Phillips | Deputy Commissioner Director of Finance and Performance Left on 01/11/2015 |
| Kelly Davies | Director of Communications and Engagement |
| Daisy Cole | Director of Wellbeing and Empowerment |
| Clare Lane | Director of Protection and Scrutiny Left on 31/12/2015 |
| Beverley Peatling | Director of Governance and Performance Joined on 15/01/2016, left on 28/03/2016 |

In 2015-16, I set out a business case that determined necessary changes to structures within the organisation. Consequently the role and membership of my staff changed. These changes took effect from 1 January 2016 and further changes to the roles and responsibilities of staff took place following this restructure. The compensation payments relating to these changes are disclosed within the Remuneration Report.

I have provided brief pen portraits below of my Strategic Management Team in post as at the 31 March 2016.

Sarah Rochira, Older People's Commissioner for Wales

I took up post as the Older People's Commissioner for Wales following over 25 years working in the public and third sectors in Wales.

During my career I have worked within a wide range of NHS organisations across Wales, with specific responsibilities for the quality of clinical services, health improvement, and equality and diversity. I have worked extensively with and for older people. I was director of RNIB Cymru from 2008-12 and have also been an active campaigner for changes to UK and Welsh Government policy and priorities.

Prior to becoming Commissioner, I chaired Age Alliance Wales, an alliance of 20 voluntary organisations committed to working together to improve the lives of older people.

As Older People's Commissioner, I work to ensure that older people have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services they need to lead lives that have value, meaning and purpose.

As Commissioner, I have also established and Chair the Ageing Well in Wales Programme, a collaborative partnership of national public and third sector bodies and organisations, working together to improve the wellbeing of people aged 50 and over across Wales.

Kelly Davies

Director of Communications and Engagement / Deputy Commissioner

Kelly joined the Older People's Commissioner for Wales in October 2011 as the Communication and Engagement Manager, having previously worked as Head of Office and a Community Engagement Manager for Assembly Members at the National Assembly for Wales.

Kelly has over 11 years' experience of working in politics in Wales, working with politicians to develop communication and engagement strategies as well as working on numerous election campaigns at a European, national and local level.

In April 2013, Kelly was appointed as the Director of Communications and Engagement and is responsible for developing and implementing integrated and effective internal and external communication and engagement strategies. Kelly leads on all aspects of public relations and ensures that the Commissioner and organisation has a positive and high profile reputation for standing up and speaking out for older people. Kelly is the appointed Deputy Commissioner by virtue of subparagraph 4(1) of Schedule 1 to the Commissioner for Older People (Wales) Act 2006 ('the Act').

Daisy Cole

Director of Wellbeing and Empowerment

Daisy joined the Older People's Commissioner for Wales in May 2013, having previously worked at the Welsh Refugee Council where she was the Director of Influencing.

Daisy's interest in health and social care began in 1992 as a residential social worker in Ealing, London. Since then she has worked to improve the health and wellbeing of adults and children from a diverse range of backgrounds in both community and third sector services.

Daisy has also worked for the Welsh Government as a policy adviser on the cross-cutting Refugee Inclusion Strategy Action Plan and established the third sector forum against human trafficking.

Accountable to the Commissioner, Daisy is responsible for leading on the Commissioner's objectives to improve the lives of older people in three areas:

- Priority One: Embedding the wellbeing of older people at the heart of public services
- Priority Two: To drive up the quality of – and availability and access to - health and social care
- Priority Three: Protecting and improving community services, facilities and infrastructure

Audit and Risk Assurance Committee

I have an Audit and Risk Assurance Committee to support me as Accounting Officer in monitoring and reviewing corporate governance, risk management and internal control systems. The Committee consists of four independent members. They participate in the Audit and Risk Assurance Committee meetings; consider my performance management and reporting arrangements and maintain a critical overview of my financial controls and risk management procedure.

| | |
|------------------|--|
| Ian Summers | Extended to 31 March 2017 Appointed Chair from 1 April 2014 |
| Kenneth Jones | Term ended 31 March 2016 |
| Eifion Pritchard | Term ended 31 March 2016 |
| Mutale Merrill | Appointed from 1 June 2014 to 31 May 2018 |

Two new members of Committee have been appointed from the 1 April 2016.

Ian Summers (Chair)

Ian Summers has worked for 32 years in public finance, audit and accountability, mostly with the National Audit Office but also had a three-year stint in the late 1980s as Chief Accountant in a Government Department. During his time with the National Audit Office (NAO), Ian advised on the finance and accountability arrangements for devolved government in Wales and also played a significant role in creating the Wales Audit Office by the merger of the NAO and Audit Commission in Wales. Currently, he works part-time as Finance and Corporate Governance Adviser at the National Assembly for Wales.

Ken Jones

Ken Jones has spent much of his career in planning and providing NHS and Social Services provisions for older people. He enjoyed a long, successful career in the NHS Local and Authority Services, has served as a carer member and, more recently Chair, of Carmarthenshire Local Health Board. He was also a member of the board of Health Professions Wales and has undertaken numerous health and social projects on a consultancy basis. Currently, Ken is a member of the Care Council for Wales and is heavily involved in voluntary work supporting and empowering unpaid carers.

Eifion Pritchard

Eifion Pritchard, a Welsh speaking native of North Wales, has a psychology degree, spent five years serving in the Merchant Navy and served for over 30 years with the Police service, retiring as Deputy Chief Constable after being awarded the Queen's Police Medal in 1998. He has chaired the Welsh Ambulance Service, Postwatch Wales and Dyfed Powys Relate and has been a member of the Welsh Broadcasting Council and the Welsh Consumer Council. Currently he is a committee member of Citizens Advice Cymru and a lay member of the Residential Property Tribunal.

Mutale Merrill

Mutale Merrill has spent many years in a wide variety of roles within the public and voluntary sectors in Wales following completion of her MBA at Cardiff University. She is the founding Chief executive of Bawso, the leading third sector provider in Wales for black minority ethnic women and children facing domestic and all other forms of abuse and violence.

Mutale was the first Chair of the Care Council for Wales and first Vice-Chair of Cardiff and the Vale University Health Board. She is Chair of the Sub Sahara Advisory Panel, working with African diaspora groups in

Wales to improve the impact of international development interventions, and has received a number of awards including Welsh Woman of the year in 1997 for work in the community, and an OBE in 2008, for her work in Social care and the voluntary sector.

New members from 1 April 2016:

Steve Harford

Steve Harford has over 40 years' experience of working in both the public and private sectors in Wales. He has an MBA from Cardiff University, is a member of the Chartered Institute of Marketing and an affiliate member of the Institute of Occupational Safety and Health. Steve spent the last 18 years of his working career with Careers Wales from where he has recently retired from the role of Director of Corporate Services. During his time at Careers Wales he advised and led on the merger of the previous six local Careers Companies to form one all Wales organisation. He then worked with the Welsh Government to transfer the ownership of Careers Wales to become a wholly owned subsidiary of the Welsh Government.

Steve is a Director/Trustee of Carers Trust South East Wales and is currently the Chair of the Board of Directors. He previously spent eight years as a member of the Gwent Community Health Council. Since retiring Steve has been appointed as a member of the Greater Gwent (Torfaen) Pensions Fund Local Pension Board.

Steve Milsom

Steve was a career civil servant in Welsh Government/Office serving 39 years, reaching the Senior Civil Service as Deputy Director for Adult Social Services. Steve worked in various senior posts in Social Services Policy for 16 years, where he led the development of many new policies and had a significant role in the development of Social Services Strategies and legislation. He also led the development and implementation of the Strategy for Older People in Wales.

Steve is qualified at post graduate level with a Masters in Ageing Studies and a Diploma in Management Studies – both at Merit level. He is studying part time for a PhD in Gerontology at Swansea University. Since retirement in October 2013, Steve has become an Associate Consultant with Practice Solutions Ltd. He was an Advisory Group member and Rapporteur for the Commissioner's Review of Quality of Life and Care in Care Homes in Wales (2014) and undertook an evaluation of a Quality of Life Enrichment Programme in 6 care homes in N Wales (2015). He is a member of the Commissioner for Older

People's Expert Panel on Human Rights for Older People. Steve is also vice chair of Caerphilly 50+Forum.

Welsh Language

I have adopted the principle that in the conduct of public business in Wales, the organisation will treat the English and Welsh languages on a basis of equality. During 2015-16, I have responded to requests for information from the Welsh Language Commissioner relating to the implementation of the new Welsh Language Standards. I have taken all possible steps to promote the Welsh language: promoting a Welsh Language Scheme, maintaining a number of bilingual staff, encouraging employees to learn Welsh and operating a bilingual working environment.

My Welsh Language Scheme states that I will provide the Welsh Language Commissioner with annual monitoring reports on the date of approval of the Scheme. In 2015-16, I have participated in the Welsh Language Commissioner's second cycle of standards investigations. Consequently, and due to the timing of those investigations, I was not required to provide an annual monitoring report this year.

Pension Arrangements

My directly employed staff and I are eligible for membership of the Principal Civil Service Pension Scheme. Further details are set out in the Remuneration Report.

Personal data

Arrangements have been put in place to safeguard the security of information held by me. This includes personal data held relating to enquiries made on behalf of individual older people in Wales, and evidence gathered by me in the carrying out of my functions. In 2015-16 there was one reportable incident to the Information Commissioner who confirmed that no further action was to be taken. There were no reportable incidents to the Information Commissioner in 2014-15. All this information was reported to my Audit and Risk Assurance Committee.

Payment Policy

I aim to comply with the UK Government's Better Payment Code. The target is for payment to be made within agreed payment terms or 30 days of receipt of invoices not in dispute for goods and services received.

Payment performance for the year averaged 99.76% paid on time (99.66% in 2014-15). No interest was paid in respect of late payments.

Significant Interests held by board

A register of Financial and Other Interests of Committee members and Directors is available on my website.

Website link: [Register of Interests](#)

Audit arrangements

These Accounts are audited by the Auditor General for Wales in accordance with paragraph 12 of Schedule 1 to the Commissioner for Older People (Wales) Act 2006. The cost for the audit of the 2015-16 accounts is £14k (£14.5k in 2014-15).

Deloitte provided internal audit services to me in 2015-16; this contract has been extended until 31 March 2017. Following a joint tender exercise with the Children's Commissioner for Wales and the Public Ombudsman for Wales a new contract has been negotiated that will run from 1 April 2017 until 31 March 2020 with the option to extend for an additional year.

Further information about the role of the Audit and Risk Assurance Committee and Internal Audit is provided within the Governance Statement on page 42.

Events occurring after the reporting period

There were no significant events occurring between the year end and the approval of these accounts.

Disclosure of Relevant Audit Information

As Accounting Officer, I have taken all necessary steps to ensure that I am aware of any relevant audit information and to establish that the auditors are also aware of this information.

Sarah Rochira
Older People's Commissioner for Wales

29 July 2015

Statement of Accounting Officer's Responsibilities

As required by the Commissioner for Older People (Wales) Act 2006, I, as Accounting Officer, have prepared for each financial year a statement of accounts in the form and on the basis set out in the Accounts Directions issued by HM Treasury and Welsh Ministers.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Commissioner for Older People in Wales and of its net expenditure, financial position, changes in taxpayer's equity and cash flows for the financial year.

In preparing the accounts, I am required to comply with the requirements of the *Government Financial Reporting Manual* and in particular:

- Observe the Accounts Directions, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the *Government Financial Reporting Manual* have been followed, and disclose and explain any material departures in the accounts; and
- Prepared the accounts on a going concern basis.

As Commissioner, I am, by virtue of paragraph 11 to schedule 1 to the Commissioner for Older People (Wales) Act 2006, the Accounting Officer for my office. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Commission's assets, are set out in a memorandum issued by HM Treasury.

Governance Statement

This Governance Statement sets out the basis on which the office of the Older People's Commissioner for Wales has been established; the way in which it is governed and managed; and how I, as Commissioner am accountable for what I do.

Role of the Commissioner

The statutory office of the Older People's Commissioner for Wales was established as a Corporation Sole under Section 1 of the Commissioner for Older People (Wales) Act 2006. The functions of the role are to:

- Promote awareness of the interests of older people in Wales.
- Promote the provision of opportunities for, and elimination of discrimination against older people in Wales.
- Encourage good practice in the treatment of older people in Wales.
- Keep under review the adequacy and effectiveness of the law affecting the interests of older people in Wales.

In carrying out these functions I, as Accounting Officer, am responsible for putting in place appropriate arrangements for the management and control of resources, including sound governance arrangements and the identification and management of risks and opportunities.

Purpose of the governance framework

The governance framework sets out the way in which the organisation is governed and managed. It is made up of the systems and processes in place through which the organisation is directed and controlled. It also incorporates the values and culture of the organisation.

The governance framework enables me to monitor the performance of my organisation against the priorities in my strategic Framework for Action 2013-17.

The system of internal control is a significant part of that governance framework and is designed to manage risk at a reasonable level rather than to eliminate all risk of failure to achieve aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to:

- identify and prioritise the management of risks and opportunities to the achievement of my aims and objectives;
- evaluate the likelihood of those risks and opportunities being realised and the impact should they be realised; and
- manage them efficiently, effectively and economically.

Governance framework

The role of Commissioner is a Corporation Sole. There is therefore no Board as one might find in other public bodies. As a Corporation Sole and the Accounting Officer, I hold personal responsibility for directing and controlling the organisation but may delegate the exercise of my functions to any member of staff.

Under the Commissioner for Older People (Wales) Act 2006, I must nominate a Deputy who may exercise the Commissioner's statutory functions if the office is vacant or should the Commissioner at any time be unable to act for any reason. Alison Phillips, Director of Finance and Performance was my nominated Deputy until leaving the organisation on 1 November 2015 Kelly Davies, Director of Communications and Engagement then became my nominated Deputy. Other operational areas of delegated authority to my Directors would be set out within the job description for individual roles. A financial scheme of delegation is contained within my 'Ordering Goods and Services Procedure', which is also available on my website.

My governance framework included three key sources of assurance during 2015-16:

- An Audit and Risk Assurance Committee
- An Internal audit provider
- A strategic management team

I have an Audit and Risk Assurance Committee (the Committee) to support me, as Accounting Officer, in monitoring and reviewing corporate governance, risk management and internal control systems.

Due to the Corporation Sole status of the role of Commissioner, the Committee has identified that the absence of an executive board (from which the Audit and Risk Assurance Committee would normally be drawn) has the potential to create an "information gap" for the members as they do not have wider responsibilities and oversight. The Committee has addressed this issue by having additional discussions with me and

attending presentations by me and my staff in addition to attending Committee meetings.

During 2015-16 I held three development days with Directors, and members of the Committee. The purpose of these days was to:

- review and discuss business priorities for the year;
- identify and address the management of risks and opportunities associated with those priorities;
- consider the cumulative impact of any of those risks and opportunities crystallising; and
- keep under review the format and content of information provided to the Committee.

The Committee comprises four independent members with considerable experience of public and third sector organisations in Wales. This Committee meets quarterly and attendance at the meetings is summarised below:

| | April 2015 | July 2015 | October 2015 | January 2016 |
|------------------------|------------|-----------|--------------|--------------|
| Ian Summers (Chair) | ✓ | ✓ | ✓ | ✓ |
| Ken Jones | ✓ | ✓ | ✓ | ✓ |
| Eifion Pritchard | ✓ | ✓ | ✓ | ✓ |
| Mutale Merrill | ✓ | ✓ | x | x |

Three of these members have worked with me and my predecessor since 2009. Good practice requires me to regularly review and rotate the cumulative diversity, skills, knowledge and experience of my Committee members. Whist the terms of office for Ken Jones and Eifion Pritchard have come to an end on 31 March 2016, I have extended Ian Summers' term of office to 31 March 2017 in order to provide some continuity of membership. Mutale Merrill joined as a new member to my Committee on a four-year term during 2014-15. Following a recruitment process that was undertaken during 2015-16, Steve Milsom and Steve Harford have been appointed to the posts left vacant by Ken Jones and Eifion Pritchard.

The Committee provides me with an annual report that summarises the work of the Committee. This report also incorporates an assessment of the performance of internal and external audit services. I publish this report on my website in addition to the publication of the minutes of the

Committee meetings to give greater transparency to my governance arrangements.

The Chair of the Committee has also attended bi-annual meetings with Chairs from other Audit and Risk Assurance Committees to share learning and good practice.

The Committee operates within its terms of reference, which are based on best practice guidance issued by the Treasury. Normally, Committee reviews its own effectiveness each year. However during 2015-16 the Commissioner's internal auditor (Deloitte) was asked by the Committee to undertake an independent review of their effectiveness in order to provide assurance regarding the outcome of the audit. This review involved discussions with the Commissioner and committee members and the findings were presented at the January Audit Risk and Assurance Committee meeting. The reviews findings were that:

- The Commissioner values the contribution of the members and their breadth of knowledge. The effective working relationship she has with all members is very important to her,
- Members were very positive about the role that they have been able to fulfil and that they are able to make a valuable contribution. They also felt that significant benefit was derived from their development days,
- The induction for the new members should help them to quickly integrate into the work of the Commissioner so that they are able to provide support and constructive challenge;
- All members would welcome more involvement in an ambassadorial role,
- The members commented that the meeting papers were of a high standard and helped them through the debates at the meetings. They appreciated the occasions when members of staff came into meetings to talk about their areas of business and thought this was a point that could be taken forward.

Further to this independent review, the Committee has reviewed its own operations for 2015-16 and has concluded that it is operating effectively and receives sufficient information.

As a result of its work in 2015-16, the Committee is content with the overall level of internal and external audit coverage. In respect of my arrangements for financial management, and the wider corporate

governance and identification of risk and management processes, the Committee considers that, based on the findings of the auditors and its own observations, it can provide me with high assurance that the arrangements in place are appropriate and have been operating effectively.

Website link: [Audit and Risk Assurance Committee](#)

I have appointed Deloitte to provide internal audit services. They provided substantial assurance on their review of financial systems and Civil Service Pension Arrangements, as well as on their review of corporate governance and risk management. They also followed up on progress with the implementation of recommendations made in prior years, including the areas of communications and engagement in which there were no outstanding recommendations.

In addition to reviewing core financial and governance arrangements I have asked my internal auditors to undertake advisory reviews of my communication and engagement work, my work to influence policy and practice and my protection and scrutiny work during 2013-2016. This is to:

- provide me with assurance that my restructuring has enabled the delivery of the objectives in my refreshed Framework for Action;
- identify relevant good practice in what I am doing, as well as good practice from elsewhere; and
- evaluate whether I am making the most effective use of the resources made available to me.

This programme of advisory work will be completed in 2016-17.

As disclosed in the Director's Report, I worked with a Strategic Management Team (SMT) during 2015-16, which met monthly and assisted me to discharge my functions in a manner consistent with the UK Corporate Governance Code and the Good Governance Code for Public Services i.e. consistent with the high standards expected from a publically funded body. The SMT annually reviews its Terms of Reference and keeps under ongoing review its working practices and ongoing effectiveness.

The role of the SMT, as a group, is to provide advice to me, corporate leadership to the organisation as a whole, enhance collegiate and

collaborative working and ensure a holistic approach to risk management, performance monitoring and identification of remedial action. As a group the SMT is not a decision making body; it is not a Board. Decision making rests with me as Commissioner, but can be delegated to individual Directors as agreed by me. As such the SMT contributes to:

- the development of my Commissioner's strategic aims and annual business plan;
- the allocation in an efficient and effective way of its financial, human and other resources to achieve those aims and objectives,;
- the assessment and management of risk and opportunities; and
- the overall assessment of the performance of the organisation against the objectives set out in the Annual Operational Plan and delivery of the Strategic Plan.

Website link: [Strategic Management Team](#)

Approach to risk

I have continued to revise and strengthen my Risk Management Framework during the year, which aims to:

- Promote an innovative, less risk averse culture in which the taking of calculated and managed risks in pursuit of opportunities to benefit older people is encouraged and managed;
- Improve the performance of the organisation by informing and strengthening decision making and planning;
- Provide a sound basis for integrated risk management and internal control as part of good corporate governance; and
- Ensure a safe environment for staff to work in.

All staff within the organisation have some responsibility for risk management and internal control in order to achieve their individual objectives and my overall aims and objectives.

A positive approach to risk management means that I will not only consider the risk of things going wrong, but the impact of not taking opportunities or not capitalising on corporate strengths. I recognise that there are known risks faced by the organisation which, if ignored, would seriously impact on my ability to meet my strategic priorities. A number

of key corporate risks have been discussed with Directors, internal audit and the Audit and Risk Assurance Committee during the year:

- **Reputational Risk** – the management of this risk will determine the success or failure of the role of the Commissioner and to the reputation of the organisation. The main component being a failure to deliver. Issues identified with this risk include:
 - Expectations of others to deliver change such as the Review into Quality of Life in Care homes. Failure to deliver on the Framework for Action.
 - Perception of others that the relationship with the Welsh Government is too close and or too distant.
 - The 'success' of increasing awareness of the role and work of the Commissioner may lead to unrealistic expectations arising from a higher profile leading to below optimum (perceived) outcomes.
 - Business Continuity Plans need to be tested regularly.

- **Political Risk** – I may become alienated from the Welsh Government and others due to vested interests, pressure groups, relationship with governments and individuals etc. Issues identified with this risk include:
 - The Commissioner may become 'used' as a political football
 - In trying to meet the expectations of everyone, the Commissioner's messages could become bland.
 - The Commissioner works in a fast changing political environment at a devolved and non-devolved level.

- **Financial Risk** – this is always likely to be a risk but even more so in the current economic climate.

Management of such risks is a key consideration in the delivery of my activities and includes the following key elements:

- A risk management policy is in place. This policy sets out for all staff the way in which risks and opportunities faced by the organisation will be identified, evaluated, monitored, and controlled.
- The risk management policy requires the maintenance of a risk register, which is kept under review with quarterly updating.

- To be effective, risk management must be embedded into the day to-day management and planning of the Commissioner's work. Each identified risk is owned by a member of the Strategic Management Team
- The Audit and Risk Assurance Committee considers the process for identification and management of risks. It receives and considers all the reports and recommendations of the external and internal auditors including the latter's annual review of the arrangements for the management of risk.
- Financial policies and procedures, which set out responsibilities for financial matters including procurement, systems for financial control of expenditure as well as the regular reporting of actual expenditure against budgets.
- My staff and I sign up annually to a Code of Conduct which incorporates the seven Principles of Public Life and I have incorporated these principles into the delivery of my work.

In the event that my staff or others raise concerns about the organisation that cannot be easily resolved, I have put in place appropriate governance measures that include a Complaints Policy and Raising Concerns Policy.

During 2015/16, I have reviewed the effectiveness of my Raising Concerns Policy by considering examples of good practice and model policies. I will continue to raise awareness of this policy which seeks to provide staff with reassurance and confidence. No concerns have been raised with me during 2015-16.

During 2015-16, I received three complaints under the Complaints Policy (2014/15: nil). During the year I also reported to my Audit and Risk Assurance Committee two informal concerns (2014/15: six.)

During 2015/16, I received no requests for information under the Freedom of Information Act 2000 (2014/15: seven requests) and one request under the Data Protection Act 1998 (2014/15: one request).

I publish details of my own expenses both direct and incurred on my behalf on a quarterly basis on my website. These expenses are reviewed by my Audit and Risk Assurance Committee at every meeting.

Website link: [Commissioner's Expenses](#)

I maintain a register of all gifts and hospitality, both accepted and declined, in the course of official duties. This is updated quarterly and published on my website. These expenses are reviewed by my Audit and Risk Assurance Committee at every meeting.

Website link: [Gifts and Hospitality Register](#)

I have adopted the principle that in the conduct of public business in Wales, the organisation will treat the English and Welsh languages on a basis of equality. During 2015-16, I have responded to requests for information from the Welsh Language Commissioner relating to the implementation of the new Welsh Language Standards.

Website link: [Welsh Language Scheme](#)

During 2015-16, I refreshed my latest Equality Annual Report which is available on my website. During the year I worked alongside the Children's Commissioner for Wales and the Public Services Ombudsman for Wales on the review of our existing Strategic Equality plans in order to have new plans ready for publication by April 2016.

Website link: [Equality Scheme](#)

Review of effectiveness

As Accounting Officer, I review the effectiveness of my governance framework, and this is informed by the work of internal audit, by the strategic management team, and comments made by external auditors (Wales Audit Office) as contained in the management letter and other reports.

I am also advised on the implications of the result of my review of the effectiveness of the governance framework by the Audit and Risk Assurance Committee.

In 2014-15, the Public Accounts Committee of the Assembly considered the accounts of a selection of taxpayer funded organisations including the Older People's Commissioner for Wales.

This year, I have therefore taken on board the relevant recommendations published by this Committee in March 2015 and during 2015-16 I worked closely with the Public Services Ombudsman for Wales, Children's Commissioner and Welsh Language Commissioner to move further towards implementing these

recommendations. Overall, the Public Accounts Committee were satisfied about the way in which I have discharged my responsibilities, especially noting the way in which I undertook a restructure shortly after I took up post.

The internal auditors' opinion states that, based on the work undertaken for the year ended 31 March 2016. I have a basically sound system of internal control, which should provide substantial assurance regarding the achievement of my objectives. During the year ended 31 March 2016 internal audit did raise a number of minor recommendations, I therefore implemented further internal controls safeguarding against the risks highlighted by these recommendations and I ensure that I constantly monitor internal systems and seek to continually improve them.

I have considered the evidence provided in this governance statement. The conclusion of my review is that the overall governance and internal control structures and procedures have been appropriate to support my functions and objectives and have worked effectively through 2015-16. The above governance framework has been in place for the year ended 31 March 2016 and up to the date of signature of these accounts and this statement is prepared in accordance with Treasury guidance.

Forward Look

As the issues that impact upon the lives of older people are many and varied, the potential range of issues that I could focus on as Commissioner is vast. I must, however, ensure that my work remains focused on the priorities that older people have told me matter to them, which are outlined in my Framework for Action 2013-17.

Whilst much of my work is a continuation of action around specific priorities within my Framework, some areas will feature more strongly in my work programme, depending on their urgency and/or the experiences of older people.

In the coming year, my work will include a focus on the following:

- Making rights real for older people and continuing to challenge the ageism and discrimination they face
- Experiences of older people in relation to GP services
- Phase two of Ageing Well in Wales Programme
- Emerging public health issues and opportunities from being a nation of older people

- Care Home Review Follow Up Work
- Ensuring that older people have a strong voice and are empowered to secure what they need (Advocacy)
- Guidance for older people on new legislation

I will continue to work with a wide range of bodies to grow knowledge, thinking and understanding about the issues faced by older people and to change practice across Wales. I will also, however, continue to use my legal powers, where this is the most appropriate option available, to drive the change that older people want, need and have a right to see.

Reflecting the key risk of not delivering against my published and planned external work programme, an enhanced focus upon performance planning and monitoring has been put in place for 2016/17. This also applies to internal critical business activities. Key aspects of this are:

- The development of a two-year forward programme of work, time lined by end points.
- The development of clear project plans and a master control plan, with clearly identified key milestones, success criteria and risk specific to that piece of work.
- A master control plan, ensuring that I have direct sight of key milestones.
- My Strategic Management Team and I will monitor, on a RAG and exception reporting basis, key milestones and work specific risk on a monthly basis.
- A refreshed risk matrix and enhanced monthly monitoring of risk at a strategic and operational level.

Sarah Rochira
Older People's Commissioner for Wales
29 July 2016

2.2 REMUNERATION AND STAFF REPORT

Remuneration Policy

My salary is set by the Welsh Ministers in accordance with Schedule 1(3) of the Commissioner for Older People (Wales) Act 2006. Under the terms of this appointment any annual increases would follow the percentage award made by the Senior Salaries Review Body. I am also eligible and have joined the Principal Civil Service Pension Scheme. No pay award was made in 2014-15. A consolidated pay award of 2% for 2015-16 and 2016-17 was confirmed by Welsh Government and paid in April 2016.

The salaries of directly employed staff are set by me after conducting a pay review annually which assesses any significant changes to the role, their contribution to my strategic objectives, and the impact of the change on other positions within the organisation and an assessment of wider market rates for similar positions in other comparable organisations. Incremental increases to other staff salaries were awarded in line with contractual terms and conditions. An inflationary cost of living increase of 1% was awarded in 2015-16 (1% was awarded in 2014-15).

Service Contracts

Appointments of permanent members of staff, on terms and conditions set by me, are not only made on merit on the basis of fair and open competition, but also include provision for circumstances when appointments may otherwise be made. These principles are in line with civil service arrangements. Staff are not members of the Civil Service but are entitled to membership of the Principal Civil Service Pension Scheme (PCSPS). Unless otherwise stated below, staff covered by this report hold open-ended appointments. There is no mandatory retirement age, although PCSPS rules on earliest pensionable age will apply.

I have in place mechanisms for performance appraisal to ensure that the contribution of individual employees is measured at an appropriate level at all stages of their employment with the organisation. I have implemented an organisational development programme to enhance capability and improve overall performance levels through increased productivity.

Early termination, other than for misconduct or resignation, would result in the individual receiving compensation as set out under the Civil Service Compensation Scheme.

Remuneration (including salary) and Pension Entitlements

This section is subject to audit by Wales Audit Office.

The following sections provide details of the remuneration and pension interests of the Commissioner and senior staff.

Single total figure of remuneration (This section is subject to audit)

'Salary' includes gross salary, overtime and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Commissioner and thus recorded in these accounts. Neither I nor any member of my staff received benefits-in-kind or any bonuses.

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| Name and title | Salary | Salary | Pension Benefits (1) | Pension Benefits (1) | Total | Total |
|---|-----------------|-----------------|----------------------|----------------------|-----------------|-----------------|
| | 2015-16 £000 | 2014-15 £000 | 2015-16 £000 | 2014-15 £000 | 2015-16 £000 | 2014-15 £000 |
| Sarah Rochira Commissioner | 90-95 | 90-95 | 36 | 35 | 130-135 | 125-130 |
| Kelly Davies Director of Communications and Engagement, Deputy Commissioner (02/11/15-31/03/16) | 50-55 | 45-50 | 21 | 18 | 70-75 | 60-65 |
| Alison Phillips (2) Director of Finance & Performance and Deputy Commissioner (01/04/15-01/11/15) | 40-45 | 65-70 | 17 | 25 | 55-60 | 90-95 |
| Daisy Cole Director of Wellbeing and Empowerment | 55-60 | 50-55 | 23 | 21 | 80-85 | 75-80 |
| Clare Lane (3) Director Protection and Scrutiny | 45-50 | 25-30 | 14 | 12 | 45-50 | 40-45 |
| Beverley Peatling (4) Director of Governance and Performance | 10-15 | n/a | 0 | n/a | 10-15 | n/a |
| Anna Buchanan (5) Director of Protection, Scrutiny and Human Rights | n/a | 0-5 | n/a | 0 | n/a | 0-5 |

(1) The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

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- (2) Alison Phillips left the Commissioner's employment on the 1 November 2015; the banding for the full year equivalent salary for 2015-16 was £70-75k.
- (3) Clare Lane was appointed from 21 July 2014 and left the Commissioner's employment on the 31 December 2015; the banding for the full year equivalent salary for 2014-15 was £40-45k.
- (4) Beverley Peatling was appointed from 15 January 2016 and left the Commissioner's employment on the 28 March 2016. The banding for the full year equivalent salary for 2015-16 was £50-55k. She chose not to be covered by the Civil Service pension arrangements during 2015-16.
- (5) Anna Buchanan left the Commissioner's employment on the 21 April 2014; the banding for the full year equivalent salary for 2014-15 was £45-50k. She chose not to be covered by the Civil Service pension arrangements during 2014-15.

Pension entitlements

(This section is subject to audit)

| | Accrued pension at pension age as at 31/3/16 and related lump sum | Real increase in pension and related lump sum at pension age | CETV at 31/3/16 (1) | CETV at 31/3/15 | Real increase in CETV |
|--|--|---|--|--------------------------------|--------------------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Sarah Rochira Commissioner Term of office commenced 4/6/12 | 5-10 | 0-2.5 | 104 | 72 | 16 |
| Kelly Davies Director of Communications and Engagement, Deputy Commissioner (02/11/15-31/03/16) | 0-5 | 0-2.5 | 40 | 27 | 5 |
| Alison Phillips Director of Finance & Performance and Deputy Commissioner (2) | 5-10 | 0-2.5 | 78 | 66 | 4 |
| Daisy Cole Director of Wellbeing and Empowerment | 0-5 | 0-2.5 | 41 | 25 | 9 |
| Clare Lane Director Protection and Scrutiny (3) | 0-5 | 0-2.5 | 13 | 6 | 5 |
| Beverley Peatling Director of Governance and Performance (4) | n/a | n/a | n/a | n/a | n/a |
| Anna Buchanan Director of Protection, Scrutiny and Human Rights (5) | n/a | n/a | n/a | n/a | n/a |

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- (1) The factors used to calculate the CETV were reviewed by the scheme actuary in 2015, so the tables of factors used to calculate the CETV in 2015 are not the same as those used to calculate the CETV in 2016.
- (2) Alison Phillips left the Commissioner's employment on the 1 November 2015.
- (3) Clare Lane was appointed from 21 July 2014; there was no CETV at 21 July 2014. She left the Commissioner's employment on the 31 December 2015.
- (4) Beverley Peatling was appointed from 15 January 2016; there was no CETV at 15 January 2016. She left the Commissioner's employment on the 28 March 2016. She chose not to be covered by the Civil Service pension arrangements during 2015-16.
- (5) Anna Buchanan left the Commissioner's employment on the 21 April 2014. She chose not to be covered by the Civil Service pension arrangements during 2014-15.

Pension benefits are provided through the Civil Service pension arrangements. From 01 April 2015 a new pension scheme for civil servants was introduced – the civil servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 01 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure

quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 3% and 8.05% of pensionable earnings for members of classic (and members of alpha who were members of classic immediately before joining alpha) and between 4.6% and 8.05% for premium, classic plus, nuvos and all other members of alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% up to 30 September 2015 and 8% and 14.75% from 1 October 2015 (depending upon the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary up to 30 September 2015 and 0.5% of pensionable salary from 1 October 2015 to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website

www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Fair pay disclosure (This section is subject to audit)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. Total remuneration includes only salary and does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

| | 2015-16 Salary £ | 2014-15 Salary £ |
|--|------------------|------------------|
| Band of highest paid director (Commissioner) | 90,000 - 95,000 | 90,000 - 95,000 |
| Median Total Remuneration | 35,500 | 30,300 |
| Ratio | 2.61 | 3.05 |

The banded remuneration of the highest-paid director (the Commissioner) was £90-95k in 2015-16 (2014-15: £90-95k). This was 2.61 times (2014-15: 3.05) the median remuneration of the workforce, which was £35,500 (2014-15: £30,300). The change is equivalent to an increase in three incremental points and reflects the changes in the structure of the organisation following the departure of the Director of Finance and Performance/ Deputy Commissioner in November and my subsequent restructure in January. The resignation of the Director led me to temporarily promote three members of my team to undertake the duties of her role whilst a replacement Director was recruited. These changes in roles affected the median remuneration of the organisation.

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In 2015-16, no employee (2014-15: nil) received remuneration in excess of the role of Commissioner. Remuneration ranged from £18,800 to £94,726 (2014-15 restated: £19,800 – £92,869).

Staff Report (This section is subject to audit)

Staff costs comprise:

| | 2015/16 | 2014/15 |
|------------------------------------|----------------|----------------|
| | £ 000 | £ 000 |
| Permanently Employed Staff | | |
| Salaries | 1,098 | 921 |
| Social Security costs | 76 | 66 |
| Other Pension Costs | 194 | 173 |
| Sub Total | 1,368 | 1,160 |
| Inward Secondment and agency costs | 41 | 22 |
| Total net costs | 1,409 | 1,182 |

Included within staff costs is £12,042 (2014-15: £13,277) which relates to the remuneration of five Audit and Risk Assurance Committee Members.

Salaries include payments made in 2015-16 to 7 members of staff as part of the Commissioner's restructuring; including compensation for loss of office. Compensation for loss of office is disclosed in full within the Compensation for loss of office section on page 69.

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The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) - known as "alpha" are unfunded multi-employer defined benefit scheme but the Older People's Commissioner for Wales is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation [here](#).

For 2015-16, employers' contributions of £194k were payable to the PCSPS (2014-15 £173k) at one of four rates in the range 20.0% to 24.5% of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2015-16 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. Employers' contributions of £nil were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings up to 30 September 2015 and from 8% to 14.75% of pensionable earning from 1 October 2015. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £nil, 0.8% of pensionable pay up to 30 September 2015 and 0.5% of pensionable pay from 1 October 2015, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

All of these contributions are included in Other Pension costs in the table above.

Staff numbers

(This section is subject to audit)

The average number of whole-time equivalent persons that I employed across the year (including senior staff) was as follows:

| | 2015/16 | 2014/15 |
|-------------------------|----------------|----------------|
| Permanent Staff | 19.16 | 21.27 |
| Seconded Staff | 0.58 | 0.67 |
| Temporary/Casual Staff | 0 | 0 |
| Fixed Term Appointments | 8.52 | 6.00 |
| Total | 28.26 | 27.94 |

At the end of the financial period the number of whole-time equivalent persons employed by the Commissioner (including senior staff) was as follows:

| | 2015/16 | 2014/15 |
|-------------------------|----------------|----------------|
| Permanent Staff | 12.94 | 20.30 |
| Seconded Staff | 0 | 0.67 |
| Temporary/Casual Staff | 0 | 0 |
| Fixed Term Appointments | 7.45 | 5.06 |
| Total | 20.39 | 26.03 |

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The staff composition of the Commissioner's office by gender and band at the end of each financial year was as follows:

| | | 31 March 2016 | 31 March 2015 |
|--------|----------|---------------|---------------|
| Female | | | |
| | Director | 3 | 5 |
| | Staff | 14 | 16 |
| | Total | 17 | 21 |
| Male | | | |
| | Director | 0 | 0 |
| | Staff | 5 | 7 |
| | Total | 5 | 7 |

In the tables above staff employed are reported as whole time equivalent numbers. However, gender breakdown is reported as actual numbers.

Sickness absence

The average sickness absence rate per member of staff was 12.01 days (6.26 days in 2014-15); this increase is higher than desirable and is attributable to a small number of staff who were on long term sickness absence. I am committed to the health and well-being of my staff and have a comprehensive policy on sickness absence. I also support employees in maintaining a work life balance via the operation of a flexi time system and providing opportunities for flexible working patterns.

Equal Opportunities and diversity

I am committed to equality of opportunity and seek to employ a diverse workforce. All applications are considered on the grounds that all job applicants should have equal opportunity for employment and advancement on the basis of their ability, qualifications and suitability for the work.

I recognise that discrimination in any form is unacceptable and I am committed to promoting and supporting equality. I am committed to providing a working environment free from discrimination and all forms of bullying and harassment as well as ensuring every member of staff is treated fairly, with dignity and respect.

I am committed to providing equality of opportunity for all staff currently in our employment and any prospective candidates. No member of staff or job applicant will receive unfavourable treatment on the grounds of gender; gender reassignment; sexual orientation; race, including ethnic or national origin, colour or nationality; religion or belief – including lack of belief; disability; age; marriage or civil partnership; pregnancy or maternity; or any other relevant consideration, nor will any individual be disadvantaged by conditions or requirements which cannot be shown to be justifiable.

I am required by law to produce a Strategic Equality Plan, but my commitment to fighting discrimination goes much deeper and further than this plan – it sits at the heart of my statutory duties and the published priorities within my [Framework for Action 2013-17](#).

Having continued to actively engage and consult with people to inform the review of my objectives, this Strategic Equality Plan outlines how I will continue to ensure that, as an employer, I put into practice those principles that underpin equality and fairness.

Staff policies regarding disabled employees

If requested recruitment information would be provided in an alternative format, such as large print, Braille or electronically, job applications would also be accepted in an alternative format. I would ensure that reasonable adjustments are made regarding arrangements for the interview.

Reasonable adjustments would be made, where possible, to prevent disabled people being placed at a disadvantage. This could be either following discussions between employees and managers for an employee

upon joining the organisation post recruitment or them returning to work following injury or development of an illness that may have an impact on their ability to do their work.

Employee benefits

In June 2014, the organisation gained Silver Investors in People status retaining and improving upon the standard award gained in 2011. The assessor commented that 'there was ample evidence that many people have a passion for the work in which they are engaged' and that excellent HR practices are in place. The investment made in my staff was considered by the assessor to be 'valuable and worthwhile in results such as high motivation levels, strong engagement, low employee turnover, low absence levels, ever-broadening knowledge base, mutual respect and regard and a high team-working ethic.

The organisation also achieved the Gold Small Workplace Health Award following reassessment in February 2015. The assessors commented in their report that:

"It is clear...that the Older People's Commissioner for Wales is an employer of choice. All aspects of employee wellbeing are attended to comprehensively. The staff survey conducted just over a year ago indicates that staff felt valued, understand how they contribute to the success of the business, and enjoy what they do. The culture within the organisation is one in which staff feel respected and listened to – there are a number of ways in which staff contribute to the development of issues within the business, both formal and informal. A range of organisational policies exist to support staff wellbeing. These policies are very clear and easy to read."

The organisation continues to be an accredited Living Wage Employer. This means that every member of staff in the organisation earns not just the minimum wage but the Living Wage. The Living Wage is based on the cost of living in the UK.

During the year staff have undertaken a range of learning and development activities relevant to their roles and all staff have participated in training centred on the Social Services and Wellbeing Act, Transsexual Awareness,

Human Rights Act, Project Management, Managing Challenging and Aggressive Behaviour, Counter-fraud and Anti-money laundering training and communication skills, as well as updates on the Welsh Language Scheme, Information Management, Code of Conduct, Raising Concerns and Internal Safeguarding policy. All staff complete an annual performance appraisal.

I have implemented a free and confidential Employee Assistance Programme which is available to all staff. Opportunities for learning and development are promoted to all staff, as well as access to benefits such as Childcare Voucher and Cycle to Work Schemes.

Employee Engagement

Via the Staff Forum, I engage with all staff, who have the opportunity to influence and contribute to decisions that affect their working lives and environment. The Staff Forum's overall aim will be to consider the health and well-being of staff and develop, establish and maintain effective mechanisms for communication and consultation. New policies are presented to the forum for feedback when they have been developed. During 2015-16, this forum considered one new policy, the Shared Parental Leave policy.

All other employee policies are reviewed annually or biannually as deemed appropriate, if there are any substantial changes to a policy it is circulated to all staff for information or comment. All policies are Equality Impact Assessed when they are introduced or if there are substantial changes to them.

Communication is embedded within the culture of my office. I hold monthly team meetings during which staff are updated on corporate governance matters or specific work programmes that are being worked upon, communications are further ingrained by the circulation of an informal monthly newsletter to staff where each team have a section to disclose any items that they have been working on or upcoming work that maybe of interest to colleagues. Further to the monthly meetings and newsletters I host two staff 'away days' per annum which provide us, as a collective, the chance to reflect upon previous successes, discuss learning points and focus upon the work programme for the future.

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There are two notice boards within the office on which information is disseminated to staff. One of these boards is dedicated to our employee welfare agenda and is linked to the Small Workplace health programme.

Consultancy Expenditure

There was no consultancy expenditure during 2015-16 nor 2014-15.

Off payroll Engagements

There were no off payroll engagements during 2015-16 nor 2014-15.

Compensation for loss of office (This section is subject to audit)

In 2015-16, I set out a business case that determined necessary changes to structures within the organisation. Consequently the role and membership of my staff changed. These changes took effect from 1 January 2016 and further changes to the roles and responsibilities of staff took place following this restructure.

Clare Lane left under Voluntary Exit terms on 31 December 2015. She received a compensation payment of £5,000 to £10,000.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2016

As a result of the implementation of my proposals the following compensation payments were made for loss of office in 2015-16:

| Exit package cost band | Number of Compulsory Redundancies | Number of Voluntary Exit packages agreed | Total number of packages by cost band |
|--------------------------------------|--|---|--|
| <£10,000 | 0 | 3 | 3 |
| £10,000 - £25,000 | 0 | 4 | 4 |
| Total Number of Exit Packages | 0 | 7 | 7 |
| 2015-16 total cost in £000s | 0 | £68k | £68k |

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where I agreed early exit packages, the additional costs were met from my funding, and not by the Civil Service pension scheme.

There were no compensation payments made during 2014-15.

Sarah Rochira
Older People's Commissioner for Wales
29 July 2016

2.3 CERTIFICATE AND REPORT OF THE AUDITOR GENERAL FOR WALES

The Certificate and Report of the Auditor General for Wales to the National Assembly of Wales

I certify that I have audited the financial statements of the Older People's Commissioner for Wales for the year ended 31 March 2016 under the Commissioner for Older People (Wales) Act 2006. These comprise the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Cash Flow Statement and Statement of Changes in Tax Payers Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Commissioner and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Commissioner is responsible for preparing the financial statements, in accordance with the Commissioner for Older People (Wales) Act 2006 and Welsh Ministers' directions made there under and for ensuring the regularity of financial transactions.

My responsibility is to audit, certify and report on the financial statements in accordance with applicable law and with International Standards on Auditing (UK and Ireland). These standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to Older People's Commissioner for Wales' circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by Older People's Commissioner for Wales; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income have been applied to the purposes intended by the National Assembly for Wales and the financial transactions conform to the authorities which govern them.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2016

In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate and report.

Opinion on Financial Statements

In my opinion the financial statements:

- give a true and fair view of the state of Older People's Commissioner for Wales' affairs as at 31 March 2016 and of her net expenditure for the year then ended; and
- have been properly prepared in accordance with Welsh Ministers' directions issued under the Commissioner for Older People (Wales) Act 2006.

Opinion on Regularity

In my opinion, in all material respects, the expenditure and income in the financial statements have been applied to the purposes intended by the National Assembly for Wales and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with Welsh Ministers' directions made under the Commissioner for Older People (Wales) Act 2006; and
- the information in the Annual Report is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- the Governance Statement does not reflect compliance with Welsh Ministers' guidance;
- proper accounting records have not been kept;

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2016

- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns;
- information specified by Welsh Ministers regarding the remuneration and other transactions is not disclosed; or
- I have not received all of the information and explanations I require for my audit.

Report

I have no observations to make on these financial statements.

Huw Vaughan Thomas
Auditor General for Wales
29 July 2016
CF11 9LJ

Wales Audit Office
24 Cathedral Road
Cardiff

3 FINANCIAL STATEMENTS

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2016

| | Note | 2015/16 £ 000 | 2014/15 £ 000 |
|---|------|--------------------------------|--------------------------------|
| Expenditure | | | |
| Staff costs | 2 | 1,409 | 1,182 |
| Depreciation / Amortisation | 3 | 14 | 11 |
| Provision Expense | 3 | 18 | 0 |
| Other operating expenditure | 3 | 492 | 574 |
| Total Operating Expenditure | | 1,933 | 1,767 |
| Income | | | |
| Other income | 4 | 31 | 19 |
| Comprehensive Net Expenditure for the year | | 1,902 | 1,748 |

There are no recognised gains or losses in either 2014-15 or 2015-16.

Statement of Financial Position

As at 31 March 2016

| | Note | £ 000 | 31 March 2016 £ 000 | £ 000 | 31 March 2015 £ 000 |
|--|------|-------|---------------------------|-------|---------------------------|
| Non- current assets: | | | | | |
| Leasehold improvements | 5 | 1 | | 2 | |
| Office equipment / ICT | 5 | 23 | | 33 | |
| Intangible assets | 6 | 2 | | 5 | |
| Total non-current assets | | | 26 | | 40 |
| Current Assets: | | | | | |
| Trade and other receivables | 8 | 82 | | 72 | |
| Cash and cash equivalents | 9 | 245 | | 318 | |
| Total current assets | | | 327 | | 390 |
| Total assets | | | 353 | | 430 |
| Current liabilities: | | | | | |
| Trade and other payables | 10 | 57 | | 11 | |
| Other liabilities | 10 | 114 | | 76 | |
| Total current liabilities | | | 171 | | 87 |
| Non-current assets plus/less net current assets/liabilities | | | 182 | | 343 |
| Non-current liabilities | | | | | |
| Provisions | 11 | 78 | | 60 | |
| Deferred creditor | | 0 | | 2 | |
| Total non-current liabilities | | | 78 | | 62 |
| Total assets less total liabilities | | | 104 | | 281 |
| Taxpayers' equity | | | | | |
| General reserves | | | 104 | | 281 |
| | | | 104 | | 281 |

Sarah Rochira
Commissioner and Accounting Officer
29 July 2016

Statement of Cash Flows

For the year ended 31 March 2016

| | | 1 April 2015 - 31 March 2016 | 1 April 2014 - 31 March 2015 |
|--|------|---------------------------------|---------------------------------|
| | Note | £ 000 | £ 000 |
| Cash flows from operating activities | | | |
| Net expenditure | | (1,902) | (1,748) |
| Adjustments for non-cash transactions | 3 | 14 | 11 |
| (Increase)/Decrease in trade and other receivables | 8 | (10) | (40) |
| Increase/(decrease) in trade and other payables | 10 | 84 | (50) |
| Loss on Disposal of Equipment | 3 | 0 | 1 |
| Increase in Provisions | 11 | 18 | 0 |
| Decrease in Deferred creditor | | (2) | (2) |
| Net cash outflow from operating activities | | (1,798) | (1,828) |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | 5 | 0 | (34) |
| Net cash outflow from investing activities | | 0 | (34) |
| Cash flows from financing activities | | | |
| Funding from Welsh Government | | 1,725 | 1,750 |
| Net financing | | 1,725 | 1,750 |
| Net increase/(decrease) in cash equivalents in the period | | (73) | (112) |
| Cash and cash equivalents at the beginning of the period | 9 | 318 | 430 |
| Cash and cash equivalents at the end of the period | 9 | 245 | 318 |

Statement of Changes in Taxpayer's Equity

For the year ended 31 March 2016

| | General Reserve | |
|-------------------------------------|--------------------------------|--------------------------------|
| | 1 April 2015- 31 March 2016 | 1 April 2014- 31 March 2015 |
| | £ 000 | £ 000 |
| Balance as at 1 April | 281 | 279 |
| Net expenditure | (1,902) | (1,748) |
| Total recognised income and expense | (1,621) | (1,469) |
| Funding from Welsh Government | 1,725 | 1,750 |
| Balance as at 31 March | 104 | 281 |

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2015-16 Government Financial Reporting Manual (FReM). The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Older People's Commissioner for Wales for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Commissioner are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

Accounting standards issued, not yet effective:

In January 2016, IFRS 16 – Leases was issued, and is effective for annual periods beginning on or after 1 January 2019. As the Commissioner's lease for accommodation finishes in August 2018, the Commissioner cannot reasonably estimate the impact.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of non-current assets.

1.2 Non-current assets

Non-current assets are included at cost, as, in the opinion of the Commissioner; any adjustments arising from revaluation would not be material. All non-current assets are owned by the Commissioner.

1.3 Tangible Non-current Assets

The minimum level for capitalisation of a tangible non-current asset is £1,000 inclusive of irrecoverable VAT. Title to all property is held by the Commissioner. All property occupied by the Commissioner is leased. Other tangible non-current assets are not revalued as, in the opinion of the Commissioner; the amounts involved would not be material.

1.4 Intangible Non-current Assets

Software licences and information technology software are capitalised as intangible non-current assets and amortised on a straight line basis over their expected useful lives (normally 4 years).

1.5 Depreciation / Amortisation

Depreciation/Amortisation is provided at a rate calculated to write off the tangible non-current assets by equal instalments over their estimated useful lives.

Asset lives are normally as follows:

| | |
|------------------------|---|
| Leasehold improvements | Term of the lease or to break clause up to a maximum of 5 years |
| Office equipment | 5 years |
| ICT related equipment | 4 years |

1.6 Income, funding and expenditure

The main source of funding for the Commissioner is from Welsh Government via an annual grant.

Monies received from outward secondment costs are disclosed against staff related costs.

Expenditure is that which relates directly to the activities of the Older People's Commissioner for Wales. The Commissioner's office operates in Wales and deals with the issues that impact upon older people in Wales. The Commissioner has only one operational segment as reflected in the Statement of Comprehensive Net Expenditure and associated notes.

Other income relates to monies received for specific activities including but not limited to the Ageing Well in Wales programme.

The Commissioner is not registered for VAT. All expenditure is reported inclusive of VAT where applicable, as VAT is irrecoverable.

1.7 Foreign Exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction. Foreign currency imprests are translated into sterling at the exchange rate ruling at the time of funding.

1.8 Pensions

The Commissioner and directly employed staff are eligible for membership of the Principal Civil Service Pension Scheme (PCSPS). It is an unfunded multi-employer defined benefit scheme. Contributions to the scheme are charged to the net expenditure account when due for payment in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/>

1.9 Operating Lease Charge

Lease payments are recognised as an expense and charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term.

1.10 Provisions

The Commissioner provides for legal or contractual obligations which are of uncertain timing or amounts at the statement of financial position date, on the basis of best estimate of the expenditure required to settle the obligation.

1.11 Cash and cash equivalents

The Commissioner drew funding regularly during the year, which is deposited in the Government Banking Service account upon receipt. Monies are drawn down into a commercial bank account to pay liabilities as they fall due. Petty cash is also held at the Commissioner's office.

2. Staff numbers and related costs

Staff numbers and related costs are included within the Remuneration and Staff Report on page 62.

3. Other Expenditure

Other expenditure consists of:

| | Note | 2015/16 £000 | 2014/15 £000 |
|--|------|-------------------------------|-------------------------------|
| Rentals under operating leases | | 52 | 55 |
| Other accommodation costs | | 69 | 69 |
| Information & communications technology | | 6 | 15 |
| Professional fees | | 54 | 73 |
| Training & development | | 14 | 22 |
| Travel & subsistence | | 23 | 25 |
| Audit fees – Internal Audit | | 8 | 10 |
| Audit fees – External Audit | | 14 | 15 |
| Specific Programmes | | 162 | 172 |
| Other administrative expenses | | 90 | 117 |
| | | 492 | 573 |
| Non-cash items: | | | |
| Loss on disposal | | 0 | 1 |
| Provision provided for in year | 11 | 18 | 0 |
| Depreciation | | 11 | 8 |
| Amortisation | | 3 | 3 |
| Total | | 524 | 585 |

Specific Programmes

During 2015/16 the Commissioner incurred the following additional direct costs against the priorities set out in the Framework for Action 2013-2017. The expenditure disclosed does not include any apportionment of Commissioner's staff salary costs, including seconded staff, and reflects additional direct costs only.

| Programmes - Framework for Action 2013-2016 | 2015/16 £000 | 2014/15 £000 |
|--|-------------------------|-------------------------|
| Embedding the wellbeing of older people at the heart of public services. | 29 | 45 |
| Driving up the quality of and availability and access to health and social care. | 82 | 76 |
| Protecting and improving community services, facilities and infrastructure. | 23 | 20 |
| Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected. | 7 | 18 |
| Tackling prejudice, inequality and discrimination. | 21 | 13 |
| Total | 162 | 172 |

4. Other Income

| | 2015/16 £000 | 2014/15 £000 |
|--|-------------------------|-------------------------|
| Other income from operating activities | 31 | 19 |
| Total | 31 | 19 |

Other income relates to monies received for specific activities relating to the Ageing Well in Wales programme.

5. Tangible non-current Assets

| | Information Technology £000 | Leasehold Improvements £000 | Office Equipment £000 | Total £000 |
|---------------------|--|--|--------------------------------------|-----------------------|
| Cost or valuation | | | | |
| At 1 April 2015 | 44 | 272 | 37 | 353 |
| Additions | 0 | 0 | 0 | 0 |
| Disposals | 0 | 0 | 0 | 0 |
| At 31 March 2016 | 44 | 272 | 37 | 353 |
| Depreciation | | | | |
| At 1 April 2015 | 21 | 270 | 27 | 318 |
| Charged in the year | 7 | 1 | 3 | 11 |
| Disposals | 0 | 0 | 0 | 0 |
| At 31 March 2016 | 28 | 271 | 30 | 329 |

| | | | | |
|--|-----------|----------|----------|-----------|
| Net book value at 31 March 2016 | 16 | 1 | 7 | 24 |
| Net book value at 31 March 2015 | 23 | 2 | 10 | 35 |

There has been no impairment of any assets and they are shown at cost which is considered to be the 'fair value'.

6. Intangible non-current assets

| | Software Licences £000 | Information Technology £000 | Total £000 |
|-------------------------|---------------------------------------|--|-----------------------|
| Cost or valuation | | | |
| At 1 April 2015 | 46 | 58 | 104 |
| Additions | 0 | 0 | 0 |
| Disposals | 0 | 0 | 0 |
| At 31 March 2016 | 46 | 58 | 104 |
| Amortisation | | | |
| At 1 April 2015 | 46 | 53 | 99 |
| Charged in the year | 0 | 3 | 3 |
| Disposals | 0 | 0 | 0 |
| At 31 March 2016 | 46 | 56 | 102 |

| | | | |
|--|----------|----------|----------|
| Net book value at 31 March 2016 | 0 | 2 | 2 |
| Net book value at 31 March 2015 | 0 | 5 | 5 |

7. Financial instruments

As the Commissioner's cash requirements are met through funding provided by the Welsh Government, financial instruments (investments, derivatives and other financial instruments) play a more limited role in creating risk than would apply to a non-public sector body.

The majority of financial instruments relate to contracts to buy non-financial items in line with the Commissioner's expected purchase and usage requirements and the Commissioner is therefore exposed to little credit, liquidity or market risk.

8. Trade receivables

| | 2015/16 | 2014/15 |
|---|----------------|----------------|
| | £000 | £000 |
| Amounts falling due within one year: | | |
| Trade receivables | 12 | 33 |
| Prepayments and accrued income | 70 | 39 |
| | 82 | 72 |

There were no receivables falling due after more than one year.

9. Cash and cash equivalents

| | 2015/16 | 2014/15 |
|--|----------------|----------------|
| | £000 | £000 |
| Balance at 1 April | 318 | 430 |
| Net change in cash and cash equivalent balances | (73) | (112) |
| Balance at 31 March | 245 | 318 |
| The following balances at 31 March were held at: | | |
| Government Banking Service | 212 | 244 |
| Commercial banks and cash in hand | 33 | 74 |
| Balance at 31 March | 245 | 318 |

10. Trade payables and other current liabilities

| | 2015/16 | 2014/15 |
|--|----------------|----------------|
| | £000 | £000 |
| Amounts falling due within one year | | |
| Other taxation and social security | 51 | 0 |
| Trade payables | 6 | 11 |
| Accruals and deferred income | 114 | 76 |
| | 171 | 87 |

11. Provision for Liabilities and Charges

| | 2015/16 | 2014/15 |
|----------------------------|----------------|----------------|
| | £000 | £000 |
| Balance at 1 April | 60 | 60 |
| Provided in year | 18 | 0 |
| Provision utilised in year | 0 | 0 |
| Balance at 31 March | 78 | 60 |

A provision is made for redecorating/dilapidations of our offices during the term of the lease and on the termination of the lease. In accordance with IAS 37 this provision is reviewed annually. During 2015/16 the Commissioner felt that it would be prudent to ask for an external review of the dilapidation figure which has led to an increase in the provision.

12. Commitments under leases

(a) Operating leases

Total future minimum lease payments under operating leases are given in the table below analysed according to the period in which the lease expires.

| | 2015/16 | 2014/15 |
|---|----------------|----------------|
| | £000 | £000 |
| | <hr/> | <hr/> |
| Obligations under operating leases comprise: | | |
| Land and buildings: | | |
| Expiry within 1 year | 56 | 56 |
| Expiry after 1 year but not more than 5 years* | 75 | 19 |
| Later than five years | 0 | 0 |
| | <hr/> | <hr/> |
| | 131 | 75 |

*The Commissioner has agreed a lease term for a period of 5 years from 5 August 2013, the rent payable was set for the initial 3 years of the term with years 4 and 5 to be agreed during 2016-17, the value of this lease will be in-line with open market value following inspection by an independent surveyor, and will not exceed a pre-agreed capped amount.

| | 2015/16 | 2014/15 |
|---|----------------|----------------|
| | £000 | £000 |
| | <hr/> | <hr/> |
| Obligations under operating leases comprise: | | |
| Other: Office Equipment | | |
| Expiry within 1 year | 0 | 0 |
| Expiry after 1 year but not more than 5 years | 2 | 2 |
| Later than five years | 0 | 0 |
| | <hr/> | <hr/> |
| | 2 | 2 |

(b) Finance leases and PFI contracts

There are no obligations under finance leases or PFI contracts (2014-15: nil). The Commissioner has not entered into non-cancellable contracts which are not leases or PFI contracts (2014-15: nil).

13. Contingent liabilities disclosed under IAS 37

The Commissioner has not incurred any contingent liabilities that are not disclosed elsewhere in these accounts (2014-15: nil).

14. Related-party transactions

In 2015-16 the Commissioner received funding of £1.725 from Welsh Government (2014-15: £1.750M) which included a non-recurrent allocation of £10k for the Ageing Well in Wales Programme. The Welsh Government is regarded as a related party.

During 2015-16 neither the Commissioner, nor other members of the Strategic Management Team, or any of their family were involved directly or indirectly in any transactions with the Commissioner during the year, apart from normal expense claims and salary payments.

15. Events after the reporting period

There were no significant events occurring between the year end and the approval of these accounts.