

Older People's Commissioner for Wales

Annual Report and Financial Statements

2016-17

Older People's Commissioner for Wales
Annual Report and Financial Statements for the period ended 31 March 2017

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1 PERFORMANCE REPORT

1.1 OVERVIEW

Foreword

Older people make a significant contribution to our communities, providing care and support to loved ones, volunteering in a huge variety of ways, and through working, spending and paying taxes. Without this contribution, Wales would be a far poorer nation, both socially and economically.

But in order to be able to make this contribution, remain engaged with their communities and have the best possible quality of life, some older people may need a little help and support.

It is therefore vital that the systems through which this help and support is delivered are tailored to meet the needs of individuals, that they are designed and improved by using the voices of older people, and have a genuine focus on outcomes.

As a result of my work as Commissioner, and the work of many others working tirelessly to improve the lives of older people, we have begun to see a shift towards this in recent years, with a range of policy, legislation and regulations and practice based on providing a more person-centred, outcomes-focused approach.

This is positive, of course, but as is always the case when new approaches are introduced, there is a learning curve in terms of service delivery on the ground, an inevitable degree of lag in aspiration becoming the day-to-day lived reality for people using services.

Addressing this by growing knowledge and understanding amongst those delivering services for older people has therefore been a key focus of my work this year. This has not only included using my legal powers to issue formal guidance, but also includes working directly with the newly established Public Services Boards, Local Authorities and Care Home Providers across Wales to ensure that they understand the issues that affect older people, the ways in which the decisions they make can impact upon older people's lives and the importance of delivering outcomes.

Furthermore, as part of my work to safeguard older people, I have continued to raise awareness amongst public services staff across Wales to help them to understand the nature of the abuse faced by over 40,000 older people each year so there is a systematic approach to identifying those at risk of harm and ensuring they can access the help and support they need to regain their safety and wellbeing.

In order for the change that older people want and need to see within our public services to be delivered, it is essential that there is ongoing monitoring and scrutiny, that reports identifying issues and areas for improvement are not simply published and left to sit on a shelf as is so often the case.

My work this year has therefore also been focused on assessing the ways in which public bodies are meeting the commitments they made following my review into the quality of life and care of older people living in care homes and my work to highlight the challenges faced by people living with dementia, and their carers. This follow-up work is essential to ensure that action is being taken to deliver the change required to improve the lives of some of our most vulnerable older people and address the issues affect their lives.

It is important to remember that when services for older people do not meet their needs effectively, a cost is not only paid by an individual, but also by the public purse.

This was clearly demonstrated by my work looking at older people's experiences of accessing and using GP services in Wales, which identified a number of issues that can create unnecessary challenges and barriers that may prevent older people from accessing GP services or push them towards accessing other less appropriate unscheduled care services. This not only has a negative impact upon older people's health and wellbeing, but can also create pressures in other parts of our health and social care systems, something that is simply not sustainable, particularly at a time when public finances are severely restricted.

Ensuring that our public services will meet the needs of older people both now and in the future is also a key feature of the Ageing Well in Wales programme, which has continued to drive change at both a national and a local level. A wide range of action is now being taken by over 60 Ageing Well Strategic Partners across the programme's five strands, while membership of local Ageing Well Networks, which

promote good practice and empower older people within our communities, has increased to over 1,300.

Recognition about the challenges faced by older people, both within our public services and across society more widely, has perhaps never been greater, which has led to new ways of thinking about service delivery, new approaches and good practice being introduced and a greater awareness about the importance of delivering meaningful outcomes. Whilst this is a positive step forward, I have been clear that success will only have been achieved when this good practice becomes the standard across Wales, when meaningful outcomes are being delivered for all older people.

The appetite to do this certainly seems to be there and, as Commissioner, I will continue to both support and challenge our public bodies until services and support will meet the needs of older people, wherever they happen to live in Wales, both now and in the future so they can have the best possible quality of life and continue to make such a huge contribution to our lives.

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 2016-17 I received funding of £1.583million which included a non-recurring allocation of £40k for the Ageing Well in Wales Programme that is hosted by my office (2015-16: £1.725million).

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.

As Commissioner, I am an independent voice and champion for older people, standing up and speaking out on their behalf. 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 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 I am able to take as Commissioner to ensure that the interests of older people are safeguarded and promoted when public bodies discharge their functions and the assistance I may provide directly to older people in certain situations

Review of the 2016-17 Financial Year

During 2015-16, I anticipated an increasingly challenging financial allocation from the Welsh Government over the next few years, i.e a real potential for a significant reduction in funding. In order to ensure that I was able to absorb this without undermining my ability to deliver an effective and comprehensive work programme, I undertook a review of my structure and establishment, following which a number of organisational changes were made.

There were five main aspects to the changes that I made:

- i. Amalgamation of specific duties whilst ensuring essential functions were retained. Although posts remained

substantively the same, this amalgamation resulted in functional additions to the majority of roles.

- ii. More closely aligned the focus of my work to influence, policy and good practice in Wales by bringing together the Protection and Scrutiny Team and the Wellbeing and Empowerment Team under one Director. This enabled staff members within this combined team to work more closely together, ensuring a more joined-up approach across providing support to individuals and influencing policy and practice across Wales.
- iii. I retained a degree of proportionality in my work across my five priorities and I continued to build upon my engagement with older people and my work in respect of Ageing Well in Wales, Equality and Human Rights and Advocacy.
- iv. I ensured that good quality and efficient governance arrangements continued to be in place and that there was appropriate operational support to ensure that my statutory governance and financial duties were complied with.
- v. I ensured that pay and reward policies enabled the recruitment and retention of staff with the skills, knowledge and experience required whilst reducing the upper thresholds of my top two pay bands.

The net effect of this was to increase, in future years, my levels of non-fixed costs against my fixed cost base, which gave me greater flexibility as to the methods by which I discharge my duties. This was key to enabling me to manage the risks presented by the move from a three year indicative budget to a single year budget notification and allocation. It meant, in effect, that I could continue to operate and deliver against my Framework for Action if my allocation was reduced.

In December 2015, I received confirmation that my budget would be reduced from £1.715 million to £1.543 million, the first time a budget cut had been made to my allocation.

As I was concerned that a further budget cut might be made to my allocation to 2017-18 the Statement of Comprehensive Net Expenditure shows actual net expenditure for 2016-17 £1.387 million (2015-16: £1.902million). This underspend against allocation would have enabled

me to manage the risk associated with an additional budget cut without undermining my ability to operate within my current structure.

As this further cut did not crystallise, I have transferred this underspend to my variable cost operational work programme for 2017-18, in respect of which a programme of work has been published.

It is very difficult to operate in an environment where an annual allocation with no indication of future funding is made. By operating within a medium term financial plan, which is updated on a rolling basis, and discussed with my ARAC, on which both my internal and external auditors sit, I am able to mitigate some of this risk in the ways outlined above. This approach is key to ensuring prudent and stable financial management and the discharge of my statutory duties.

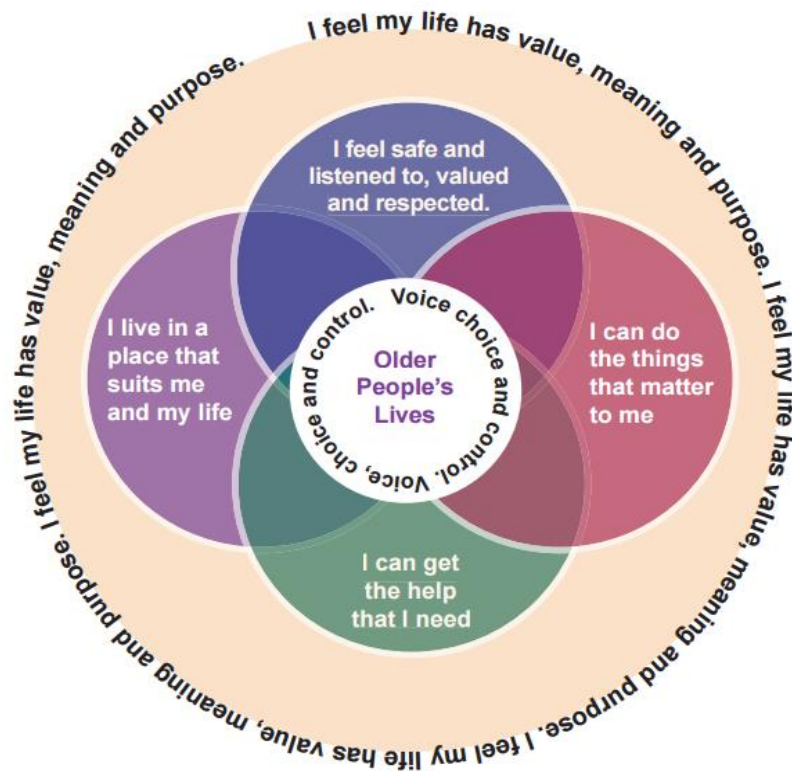
The cumulative impact of the above is that reserves at the 2016-17 year-end were £0.300 million (2015-16: £0.104 million). My financial forecast for expenditure during 2017-18 is £1.721 million, of which £227k is attributable to work programme costs. I will be utilising £168k of my reserves to fund the work programme and the forecast closing reserves for 2017-18 are £0.132million.

I need to retain a reasonable level of reserves not only to exercise the statutory functions within the Act, but also, and more importantly, to 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 plan to use these reserves to support non recurrent programmes of work both in 2017-18 and in future years. This was outlined in the Estimate to Ministers that I submitted in October 2016, which is available on my website.

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

Commissioner's Priorities

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



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

The Framework sets out five priorities that underpin the my 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 my Framework for Action, I have set myself a challenging agenda in which risk is inherent. The overall risk is one of reputational damage, resulting from me not being seen as impactful or a good custodian of public money.

The management of reputational risk will determine my success or failure, both personally and to the brand of the organisation. The main element is failure to deliver.

My Audit and Risk Assurance Committee, which advise me on Strategic Risk Management and monitors and evaluates the robustness of the sources of assurance which underpin and informs my assessment and management of risk, and I have identified the following two sub categories of risk, referred to as key risks:

- Significant failure to comply with governance, regularity and legal requirements
- Key stakeholders fail to support/work with me and voice opposition to my work

My approach to risk is based upon four principles:

- 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 discussions with the Audit and Risk Assurance Committee and Internal and External Auditors who are in attendance at every Audit and Risk Assurance Committee meeting.

I have identified a number of causes or triggers pertinent to this year that could impact upon the successful delivery of my Business Plan.

- 1 Policies, procedures and other governance arrangements are not complied with by my staff
- 2 Resources are not effectively planned, controlled or managed
- 3 A loss of business continuity due to loss of IT or facilities
- 4 Staff do not have the skills, knowledge and competencies required to undertake their roles effectively
- 5 I am not perceived as being independent

- 6 Impactful change, as set out in my work programme, is not delivered
- 7 My work is perceived as being outdated or not relevant by key stakeholders. This is directly linked to the fast changing nature of the environment in which my office operates and the complexity of changes taking place.
- 8 I do not have effective political links and influence
- 9 The growing breadth of issues coupled with the increasing profile of my work leads to expectations from key stakeholders and older people that are unattainable.

These are integrated with my Corporate Risk Register. This is formally discussed quarterly at meetings with my Audit and Risk Assurance Committee.

In addition to the formal quarterly discussion with the Audit and Risk Assurance Committee, the following is undertaken:

- All significant deliverables are underpinned by a project plan and individual risk profile. These are RAG rated monthly by Directors with monthly exception reporting to me.
- Monthly discussion between Directors and their teams.
- Monthly discussion between my Directors and me about risk potential and its impact and closeness. This directly links to the key triggers identified in 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 identification of corporate risk.
- Periods of transition for specific issues are underpinned by specific risk profiles.
- Annual staff briefing and discussion on key risks and their management.

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

Where an issue is escalated to the Corporate Risk Register prior to a meeting of the Audit and Risk Assurance Committee it is notified directly to Audit and Risk Assurance Committee members.

Work Delivered During 2016-17

Reaching out and listening to older people across Wales

Direct engagement remains a key part of my work and during 2016-17, my team and I met and spoke with 168 groups, engaging with over 4,300 older people in communities across Wales. As in previous years, I ensured that there was engagement with older people in all of their diversity, to hear from those from different backgrounds whose voices are seldom heard.

I also continued to engage and work with a wide range of organisations that represent older people, public bodies, third sector organisations, other key stakeholders and politicians, as well as with the media in Wales, to grow knowledge and understanding about the challenges faced by older people, promote good practice and identify opportunities for partnership working.

Support for individuals

During 2016-17, my Casework Team provided direct assistance to 372 older people and their families across Wales, offering support in often difficult circumstances to challenge the decision-making and practice of public bodies. Many of the cases the Team dealt with were highly complex, particularly those where safeguarding and protection issues were identified.

The most common subjects the Casework Team were contacted about were care (including residential and domiciliary care), housing and abuse. In addition, a number of themes and issues were identified that run across these subjects – such as insufficient staffing levels, a lack of clear communication and a lack of meaningful consultation – that impact upon older people's experiences of using public services.

Driving Change for Older People

Older People's Experiences of Accessing and Using GP Services

Throughout 2016-17, I undertook a programme of work to look at older people's experiences of accessing and using GP services in Wales, to identify good practice that could be more widely adopted across Wales, and areas in which improvements were needed.

Evidence from over 1,600 older people and stakeholders, gathered through discussion sessions and a widely distributed questionnaire, formed the basis of a detailed report – 'GP Services in Wales: The Perspective of Older People' – which made clear the significant and unacceptable variations older people face when accessing GP services.

Whilst a number of those who responded spoke in positive terms about their experiences, the report identified a number of issues that can create unnecessary challenges and barriers that may prevent older people from accessing GP services or push them towards accessing other less appropriate unscheduled care services, something that has a negative impact upon their health and wellbeing.

Alongside the report, I also published formal guidance for Health Boards to support them as they make changes to service design and delivery to address the issues and concerns shared by older people.

Following the publication of the report, which was widely welcomed by stakeholders, Healthcare Inspectorate Wales confirmed they will use their GP inspection programme to determine how well Health Boards have understood and are acting upon their responsibilities, as set out within the guidance.

Similarly, the Cabinet Secretary for Health, Well-being and Sport confirmed that he would be writing to Health Boards to encourage them to use the findings and that the newly established Primary Care Board will consider the report when looking at areas in which an all-Wales approach will be helpful. He also confirmed that the report will be used to inform the development of Welsh Government policy relating to primary care.

Care Home Review Follow-up Work

My 2014 care home review found that too many older people living in care homes in Wales have an unacceptable quality of life. Alongside the review report, I published a series of requirements for action, setting out the action that needed to be taken by the bodies subject to the review to ensure that older people living in care homes can have the best possible quality of life

The public bodies subject to the review – the Welsh Government, CSSIW, Health Boards and Local Authorities – were required to submit detailed plans to provide assurances that they would deliver the

improvements needed within care homes and the wider care home system in Wales.

When I published my Review, I was clear that, in addition to ongoing scrutiny, I would undertake a programme of follow-up work to ensure that these bodies had delivered upon their commitments. Therefore, in January 2017, I requested information from all of the bodies subject to the 2014 review about the progress they had made against 14 of the requirements for action

My team and I will analyse these responses ahead of the publication of a report in November 2017 that will set out the change that has been delivered and the good practice now underway as a result of the review. The report will also highlight any areas in which additional work is needed to deliver the change that older people living in care homes across Wales want and need to see.

Seminars for Care Home Providers

To grow knowledge and understanding about how to improve the quality of life of older people living in care homes, and to promote good practice, my team and I held a series of seminars for care home providers during 2016-17, in partnership with Credu (formerly Powys Carers), Dementia Adventure and Taith Ltd.

Seminars held in Cardiff and Wrexham explored themes related to risk assessment and management, with a particular focus on enabling people with dementia to spend time outside, something that has been shown to have a range of benefits, whilst the seminar in Llandrindod Wells was based on creating 'magic moments' – simple actions that can make a big difference to someone's quality of life when living in a care home.

Guidance for Public Services Boards

Under the Well-being of Future Generations (Wales) Act, each Public Services Board (PSB) is required to publish a Local Well-being Plan, setting out how it intends to improve the economic, environmental and cultural well-being of its area and how it will deliver on the new national well-being goals.

In order to shape the well-being plans to ensure they will deliver for older people and reflect older people's needs, wishes and circumstances, I met with each of the 19 PSBs across Wales before issuing formal guidance – 'Preparing Local Well-being Plans: Guidance for Public

Services Boards' – to them using my powers under the Commissioner for Older People (Wales) Act.

The guidance is designed to support a culture shift in how services are shaped and delivered so they reflect the needs of an individual. It also makes clear the importance of an outcomes-focused approach to service delivery, as well as providing helpful and practical advice for service providers on preparing their wellbeing plans.

Dementia: more than just memory loss

My 'Dementia: more than just memory loss' report, published in March 2016, highlighted the challenges that people living with dementia, and their carers, face in many aspects of their day-to-day lives.

In order to address the significant variations that exist across Wales in terms of the quality of services available for people living with dementia and their carers, the report included a number of actions that needed to be taken by those providing public services to address the issues identified. Regional Partnership Boards subsequently provided written responses setting out the action they would take to deliver this change.

The responses showed that while the recommendations included within the report were being taken seriously and influencing the development of practice across Wales, there were still a number of areas in which further work was needed, particularly with regard to arrangements for respite care, training for health and social care staff and engaging effectively with people living with dementia, and their carers, to drive improvements.

Detailed feedback was therefore provided to Regional Partnership Boards, both in writing and at subsequent face-to-face meetings, to ensure there was a clear understanding of the gaps that needed to be addressed. A checklist to support public bodies in being more dementia supportive was also developed, along with a series of questions that could be used to scrutinise board members within Health Boards and Local Authorities.

Furthermore, based on the findings and responses from the Regional Partnership Boards, a number of high-level observations were also shared with the Welsh Government to shape the National Dementia Strategy.

Equality and Human Rights Seminars

Following the publication of guidance for Local Authorities on how to undertake robust equality and human rights assessments when changes to community services are proposed, I held a series of seminars across Wales during 2016-17 to support Local Authority members and officers in using the guidance effectively, which were attended by over 100 delegates.

The seminars explored the ways in which stereotypes around growing older and unconscious bias can lead to discriminatory policies and practice, and highlighted the instruments available that can support the decision making process, such as the Equality Act 2010, the Human Rights Act and the UN Principles for Older Persons. The seminars reinforced the importance of undertaking meaningful impact assessments to guide decisions, as well as the importance of considering alternative proposals or mitigating actions to address any potential issues identified by the assessment process.

Navigating Social Services – Information Leaflet and Factsheets

I produced an information leaflet and a series of factsheets during 2016-17 to help to ensure that older people understand their rights and entitlements under the Social Services and Well-being Wales Act, which came into force in April 2016.

The leaflet provided a brief introduction to the Act itself and the principles that underpin it, as well as setting out people's rights under the new legislation and what they can do if they are unable to access the help they need. The factsheets built upon the information within the leaflet, providing more detail on specific sections of the Act, covering areas such as advocacy, information and advice, needs assessments, paying for care, and safeguarding.

To date, over 5,000 copies of the leaflet have been distributed to older people across Wales through a wide range of stakeholders.

Intergenerational Resources Hub

I worked in partnership with the Children's Commissioner for Wales to bring together a set of resources to support communities across Wales in establishing intergenerational groups that bring younger and older people together.

These resources included a series of videos highlighting the benefits of being part of an intergenerational group, a lesson plan to help

schoolchildren think about how they could develop an intergenerational group in their school, and an online resources hub that provides a wide range of easily accessible information on how to set up an intergenerational group.

Since the resources hub was launched in February 2017, the videos and information have been accessed thousands of times, which will help to ensure that community groups and schools across Wales understand the benefits of intergenerational activities and have the information they need to set up and run intergenerational projects, essential to break down the barriers between our older and younger generations.

Ageing Well in Wales

2016-17 saw the roll-out of phase two of Ageing Well in Wales – the national partnership programme to improve the health and wellbeing of people aged 50+ in Wales – building upon a wide range of achievements delivered at both a local and strategic level during the initial phase of the programme.

As part of phase two, over 60 Ageing Well in Wales strategic partners, including the Welsh Government, Health Boards, Local Authorities and other key organisations from the public, private and third sectors, have made a number of commitments to deliver action across the five Ageing Well strands. These commitments are set out in the Ageing Well in Wales Phase Two Action Plan, which was published in October 2016 and will underpin the delivery of change and improvements to the lives of older people across Wales over the next 18 months.

Work also continued at a community level during 2016-17, to not only increase the number of local network members, which is currently over 1,300, but also to share good practice and useful resources, and to grow knowledge and understanding across the five Ageing Well strands. This engagement included two large conference events attended by around 300 delegates, which included presentations, practical workshop sessions and an interactive marketplace to showcase good practice.

Ageing Well in Wales Information Booklets

To help to ensure that individuals and organisations in communities across Wales are empowered to take action to improve the lives of older people, I worked with Ageing Well partner organisations to publish a number of 'pocket-sized' information booklets during 2016-17.

In addition to publishing these booklets, I also published an *info card* that older people can share with businesses in their communities to encourage them to become more age-friendly and direct them to further information.

Safeguarding and Protecting Older People

Throughout 2016-17, I have continued to raise awareness about the nature of the abuse faced by over 40,000 older people each year, working to ensure that there is a systematic approach to identifying older people at risk of harm and that those who are abused are fully supported to access the help and support they need to regain their safety and wellbeing.

Work with the National Safeguarding Board

I met with members of the newly established National Safeguarding Board to set out the essential characteristics of an effective safeguarding system, which include effective research and real time learning, capturing information about the prevalence and incidence of abuse, and using the views of individuals and the wider community to continually test and improve practice.

Awareness Raising Seminars and Presentations

Building upon the success of similar events run during 2014-15 and 2015-16, I held six safeguarding seminars across Wales to continue to raise awareness of the abuse faced by older people, covering the scale and impact of abuse, human rights, abuse within the BAME and LGBTQ communities, the vital role of advocacy and the support available for victims of abuse.

The content of the seminars was evaluated by Agored Cymru and accredited with their 'Quality Mark', which allowed participants to earn Continuing Professional Development (CPD) hours.

412 delegates attended the seminars in total and feedback was overwhelmingly positive, with particular praise for the multi-agency perspective of the speakers and the depth of the information provided.

Friends Against Scams

In October 2016, I worked in partnership with National Trading Standards to launch Friends Against Scams Wales, an initiative

designed to highlight the scale and impact of scams, challenge perceptions of why people fall for scams and inspire action to protect people from scammers.

The launch event was attended by a wide range of stakeholders from the public, financial and third sectors, who made pledges about what they would do to tackle scams in their communities and how they would raise awareness of the Friends Against Scams initiative.

Following the launch, I also wrote to public bodies across Wales, providing them with information about Friends Against Scams and encouraging them to sign up and take part in the initiative.

Influencing Policy, Legislation and Practice

National Assembly for Wales Election 2016: Calls for Change

Ahead of the National Assembly for Wales election in May 2016, I published a document outlining a number of key priorities for the next Welsh Government.

The vast majority of my calls were adopted in at least one political party's manifesto, with many enjoying significant cross-party support.

Older People's Spokespeople

Following the Assembly Election, I called upon the leaders of the opposition parties in the National Assembly for Wales to appoint a spokesperson to ensure that older people's voices are heard in the chamber and that their views are represented.

Each party leader responded to this call and nominated a spokesperson who I will work with to ensure that a strong message is sent to older people across Wales that their voices and experiences matter and will be used to shape policies, decisions and our public services.

Rights Legislation

During 2016-17, I worked with a group of experts to consider what could be included within legislation, I proposed in December 2015 to protect and promote the rights of older people.

These proposals were shared with the Welsh Government and I subsequently met with the First Minister and the Minister for Social

Services and Public Health, who made a commitment to work with their officials to look at how this could be taken forward.

Regulation and Inspection of Social Care (Wales) Act 2016

I have closely monitored the development of the regulations that underpin the Regulation and Inspection of Social Care Act, making my expectations clear through engagement with those responsible for drafting this secondary legislation and through more formal consultation responses.

I focused in particular on ensuring that quality of life at the heart of the new standards of care, that provision meets the needs of older people and that better information is provided to the public.

Consultation Responses and Work with National Assembly Committees

Throughout 2016-17, I responded to a wide range of Welsh Government and National Assembly consultations, using the voices and experiences of older people gathered via engagement and my casework team, to ensure that proposed policy and practice reflects their needs and will deliver positive outcomes.

I have also worked particularly closely with the Chair of the Health, Social Care and Sport Committee to identify potential areas of Inquiry, which has led to the Committee taking forward inquiries into Loneliness and isolation, and the use of anti-psychotic medication in care homes.

I also gave evidence to a number of Inquiries being undertaken by the National Assembly for Wales, covering topics such as the sustainability of the health and social care workforce, the Public Health Wales Bill and Loneliness and Isolation.

Forward Look

Despite the fact that the potential range of issues that I could focus on is vast, I must 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.

Whilst much of my work is a continuation of action around specific priorities within my Framework, some areas will feature more prominently 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:

- Follow up work linked to the review into the quality of life and care of older people living in care homes in Wales.
- Safeguarding older people in hospital
- Older people's access to and experiences of independent professional advocacy
- Further work as part of phase two of the Ageing Well in Wales Programme
- Analysis of Health Board Annual Quality Statements
- The provisions of respite care across Wales
- Learning from casework

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

Website link: [Impact and Reach Report](#)

Sarah Rochira
Older People's Commissioner for Wales **25 July 2017**

1.2 PERFORMANCE ANALYSIS

Performance Summary: Explanatory Note

The main focus of my 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 my team and I do not provide services in a traditional sense, typical key performance indicators do not provide useful information about whether my 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 my Framework for Action 2013-17. This approach allows me to ensure that I am 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 2016-17 relate to more than one of my 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>Formal guidance issued to Public Services Boards to support the development of local wellbeing plans and ensure they will deliver for older people and reflect older people's needs, wishes and circumstances.</p> <p>Gathering evidence from stakeholders about older people's experiences of accessing and using Independent Professional Advocacy.</p>	<p>Publication of 'GP Services in Wales: The Perspective of Older People' report, which looked at older people's experiences of accessing and using GP services in Wales.</p> <p>Follow-up work linked to the Commissioner's Review into the quality of life and care of older people living in care homes in Wales.</p> <p>Follow-up work linked to the Commissioner's</p>	<p>Partnership work focused on developing Age Friendly and Dementia Friendly Communities delivered through the Ageing Well in Wales Programme.</p>	<p>Delivery of Safeguarding seminars for professionals to raise awareness and grow knowledge and understanding of the scale and impact of the abuse faced by older people.</p> <p>Casework support to older people and their families across Wales.</p>	<p>Training seminars for local authority staff on undertaking effective equality and human rights impact assessments.</p> <p>Joint work with Children's Commissioner for Wales to promote the benefits of intergenerational projects and develop an online intergenerational resources hub.</p> <p>Partnership work focused on learning and employment</p>

<p>Information booklet and factsheets developed to provide older people with information about their rights under the Social Services and Well-being (Wales) Act 2014.</p> <p>Partnership working delivered through the Ageing Well in Wales Programme.</p>	<p>'Dementia: more than just memory loss' report, including feedback to regional partnership boards and practical resources to support improvements to service delivery.</p>			<p>opportunities delivered through the Ageing Well in Wales Programme.</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 4,300 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 2016-17

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

Here is a summary of my engagement during 2016-17.

Engagement Summary 2016-17



Met with
168
older people's groups
across Wales

Engaged
with
over
4,300
older
people

Travelled over
18,000
miles
to engage with
older people

That's the
equivalent of
travelling to
Australia
and back

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

social clubs
day centres
support groups
forum meetings
& more...

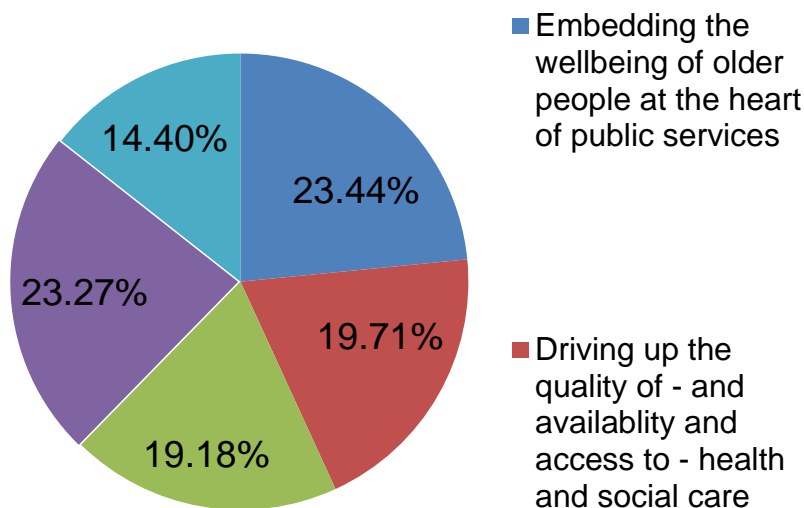
Continued focus during
2016-17 on
engaging with
older people in all of
their diversity

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 my Framework for Action, which provides a more meaningful picture of how I spend the funding made available to me than through the standard financial reporting headings required for the Annual Accounts:



The largest proportion of expenditure during 2016-17 was in relation to the priority area of 'Embedding the wellbeing of older people at the heart of public services'. I have had a particular focus on this priority area during 2016-17 and will continue in future years to focus my resources on working with those who deliver services for older people to grow their knowledge and understanding.

Similarly, 'Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected' was another priority area in which expenditure was proportionally higher. Safeguarding of older people is a key priority area, with particular attention given to casework support to older people and their families across Wales.

Financial Performance Highlights

The following points illustrate how expenditure has varied from 2014-2017, noting that in 2016-17 there was a 10% cut to my budget.

- **Programme work:**
Programme work undertaken may vary significantly from year to year and can also cross over more than one financial year. As a result of the £170,000 cut to the 2016-17 budget, less spending on the work programme was inevitable, as evidenced in figure 1 overleaf. Any further cuts will cause pressure on programme spending as an increasing percentage of the budget is spent on employment and administration costs. £168,000 of the savings made during 2016-17 have been allocated to the 2017-18 work programme.
- **Lease:**
A lease term for a period of 5 years was agreed from 5 August 2018. The rent payable was set for the initial 3 years of the term, with years 4 and 5 to be agreed during 2021-22; it is expected that the rental payments will increase in the future. Rent is currently set at an extremely competitive rate; it is unlikely that future cost savings could be made in this area.
- **Other accommodation costs:**
Other accommodation costs are expected to continue to increase in line with uncontrollable rises in both council tax and service charges.
- **Other administration expenses:**
In order to find cost efficiencies within my overall operating expenditure, I have made use of the National Procurement Framework, have undertaken joint tenders with other Commissioners and have renegotiated contracts with existing suppliers. This is evidenced in figure 1, which shows that savings have been achieved across almost all budget areas. It is unlikely, however, that any further substantial savings could be achieved.

- **Professional Fees:**
Professional fees may fluctuate in the future as I may be required to act upon any unplanned, urgent and important matters brought to my attention.
- **Training and development:**
The decrease in staff numbers has consequently led to a decrease of spending on training and development during 2016-17 compared to previous years. This budget line is expected to remain static for 2017-18 and in future years.
- **Staff costs:**
Figures 2 and 3 both demonstrate that a substantial part of my budget is spent on staff costs, which will continue in the future due to the nature of the work. Following on from my organisational restructure in 2015-16, staff costs spiked in 2015-16 as they included the Voluntary Exit payments made to 7 members of staff. I achieved my aims in reducing staff costs whilst retaining the breadth of my work (figure 2 clearly shows the decrease of approximately £200,000 in staff costs from 2014-15). These expenses will, however, continue to be a considerable pressure on my resources due to employees' incremental salary rises and cost of living increases.

Without dramatically changing the structure of the organisation, there are no further savings to be made within my operating costs.

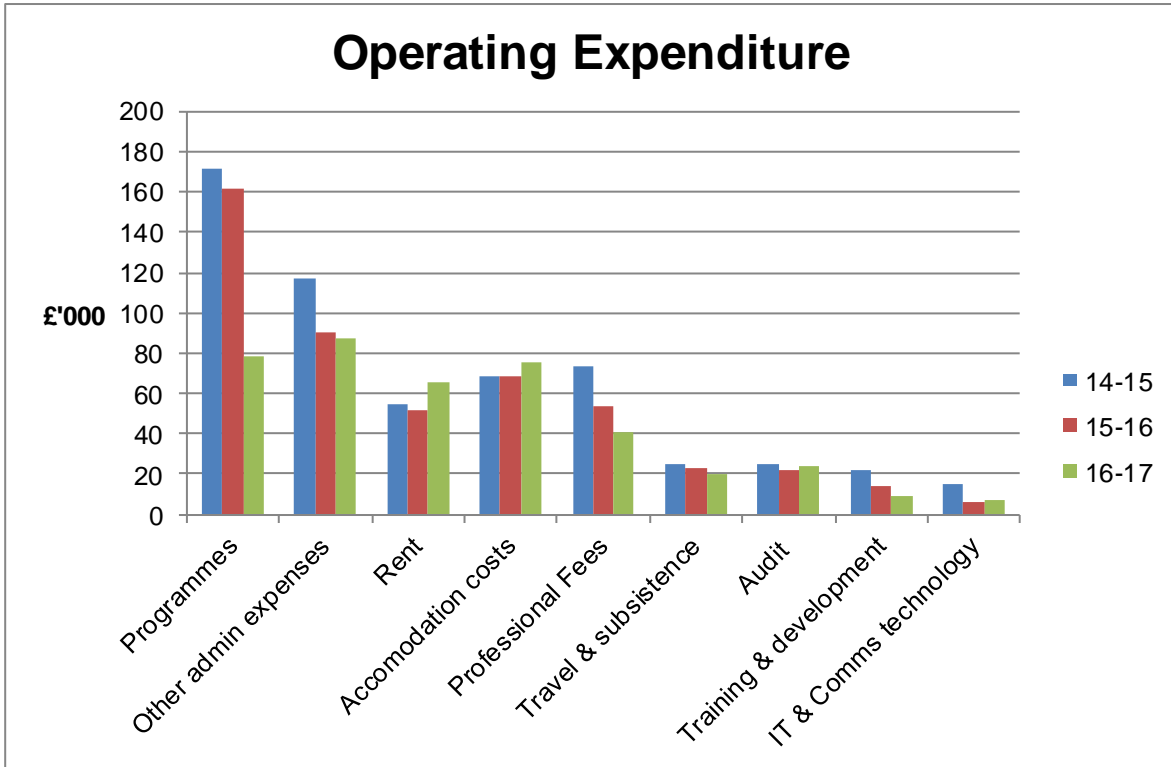


Figure 1: Three year comparator of Commissioner's Operating Expenditure

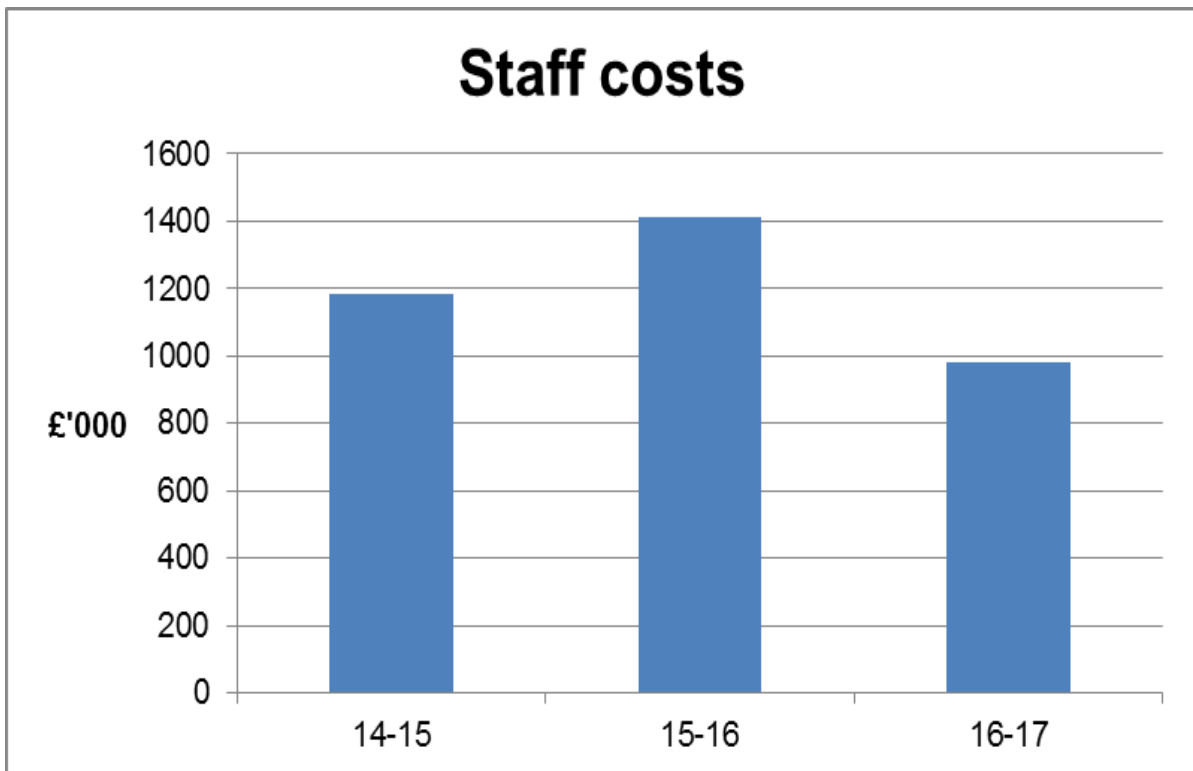


Figure 2: Three year comparator of Commissioner's staff costs.

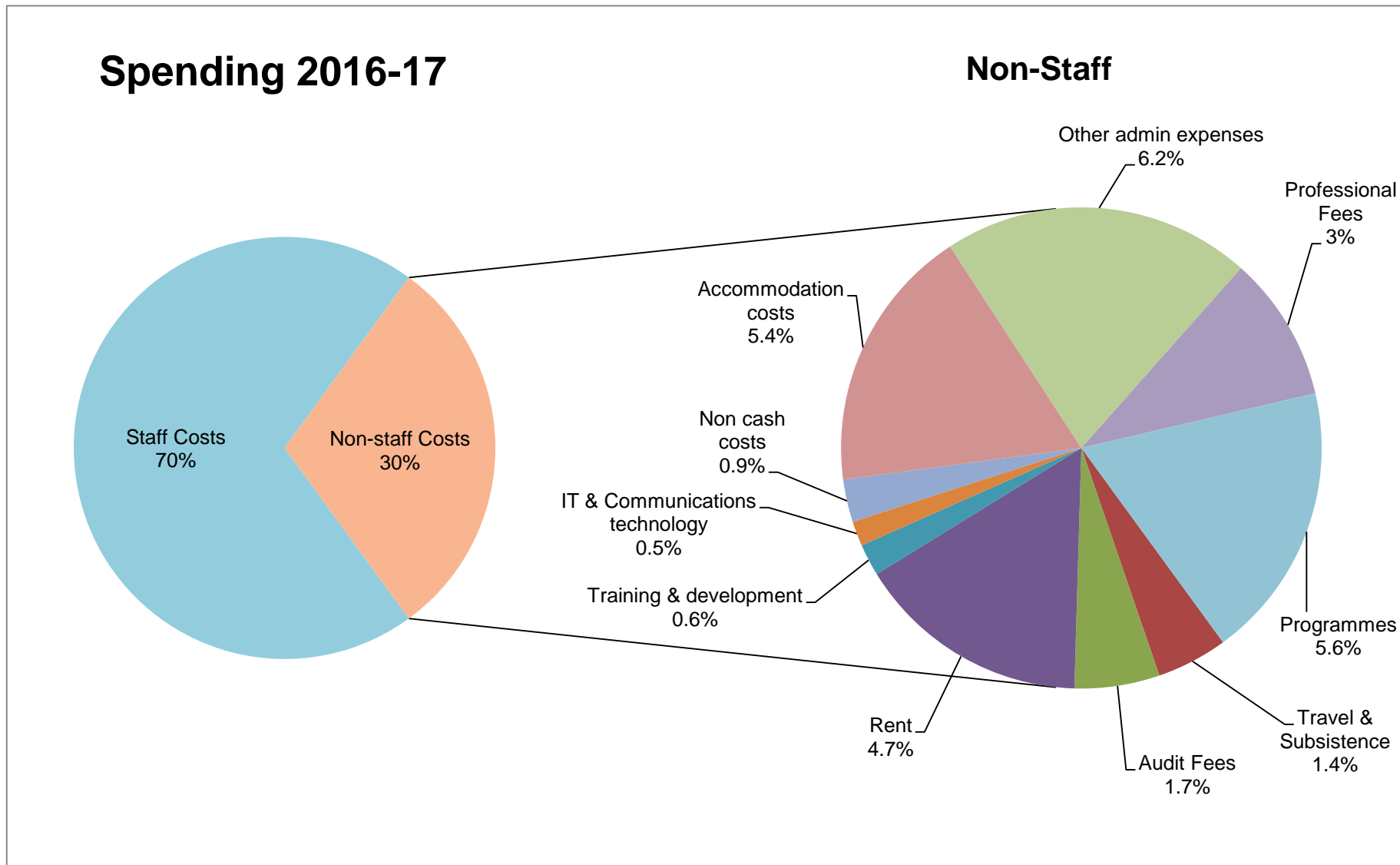


Figure 3: Commissioner's 2016-17 spend, showing further detail on non-staff expenditure.

Sustainability report

The Older People's Commissioner for Wales is committed to sustainable practises.

Our Sustainability Policy is based upon the following principles:

- To comply with, and exceed where practicable, all applicable legislation, regulations and codes of practice.
- To integrate, where possible, sustainability considerations into our business decisions.
- To ensure that all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- To minimise the impact on sustainability of all office and transportation activities.
- To make suppliers aware of our Sustainability Policy, and encourage them to adopt sound sustainable management practices.
- To review, annually report, and to continually strive to improve our sustainability performance.

I am committed to good environmental practises. 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.
- 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.
- Meetings – staff are encouraged to avoid physically travelling to meetings where alternatives are available and practical, such as using teleconferencing, video conferencing or web cams, and efficient timing of meetings to avoid multiple trips.

- Paper management – all staff have access to email and internet and the use of an office intranet enables information to be accessed without the need for paper distribution systems. We minimise our use of paper and other office consumables, for example by double-siding all paper used, and identifying opportunities to reduce waste.
- 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 22.7 trees from destruction in 2016-17 (31.8 in 2015-16). This decrease in recycling volume is in line with the reduced volume of paper used in the administration of my office.

- Products - suppliers are encouraged to use environmentally friendly products where possible. I use environmentally sound paper products such as re-cycled paper and envelopes. The cleaning of the office is carried out using environmentally friendly cleaning products.
- Education – I am committed to running educational training sessions for members of staff on issues relating to sustainability and biodiversity. This includes how employees can contribute both during work hours and through their lives outside of the workplace.

Website link: [Sustainability Policy Statement](#)

Sarah Rochira
Older People's Commissioner for Wales
25 July 2017

2 ACCOUNTABILITY REPORT

2.1 CORPORATE GOVERNANCE REPORT

Director's Report

Working within the Commissioner's Office

During 2016-17, I employed an average of 19.40 full time equivalent staff (28.26 in 2015-16). The Strategic Management Team working with me during 2016-17 comprised:

Kelly Davies Director of Corporate Affairs
 Deputy Commissioner

Daisy Cole Director of Wellbeing and Empowerment

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 2017.

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 Corporate Affairs / 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.

Kelly is the Director of Corporate Affairs and is responsible for leading on all internal and external communications and ensuring that the Commissioner and organisation has a positive and high profile reputation for standing up and speaking out for older people and leading and delivering high impact change that makes a difference to the lives of older people.

Kelly is also responsible for ensuring that the systems, processes, controls and information are in place and available to enable me to fully comply with my statutory duties relating to: Corporate Governance, Human Resources, Health and Safety, Performance and Risk Management, Project Management and Facilities and Resources.

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.

Daisy is responsible for leading on my 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	Appointed Chair from 1 April 2014 Extended to 31 March 2017
Mutale Merrill	Appointed from 1 June 2014 to 31 May 2018
Steve Harford	Appointed from 1 April 2016 to 31 March 2020
Steve Milsom	Appointed from 1 April 2016 to 31 March 2020

Following the departure of the Chair, a new member has been appointed to the Committee with effect from 1 April 2017. Steve Harford has been invited to become the Chair from 1 April 2017.

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.

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.

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. 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.

New member from 1 April 2017:

Phil Davy

Phil Davy qualified as a town planner. He held posts in Gloucestershire, Reading and Devon, before becoming Chief Planning Officer with Islwyn Borough Council. He joined Caerphilly County Borough Council when the new local authority was formed in 1996.

Phil was Head of Economic Development for 10 years, managing a service area that covered business development, tourism, and regeneration. Most recently he developed the implementation strategy for a £220m investment programme to improve Caerphilly Council's housing stock of 11,000 homes to ensure the homes meet the Welsh Housing Quality Standard.

Phil has held a number of non-executive director roles with Careers Wales, Groundwork Caerphilly and Planning Aid Wales. After 43 years in local government service, Phil has retired from full-time employment.

Phil is currently a Trustee with Torfaen Citizens Advice Bureau.

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 2016-17, I participated in the Welsh Language Commissioner's second cycle of Welsh Language Standards Investigations. I responded to the Commissioner's formal consultation in relation to the Standards that I was subject to and worked to ensure that the organisation would be compliant when the Standards were implemented. I welcomed the introduction of the final Standards that I was subject to, which were implemented on 25 January 2017. During this time, I was not required to provide an annual monitoring report for 2016-17.

I have continued to take all possible steps to promote the Welsh language by holding team meetings about the Standards, maintaining a number of bilingual staff, providing Welsh language lessons to all staff during work time and operating a bilingual working environment.

Website link: [Welsh Language Standards](#)

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.

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 99.58% paid on time (99.76% in 2015-16). 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 2016-17 accounts is £14k (£14k in 2015-16).

Deloitte provided internal audit services to me in 2015-16; this contract was 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 43.

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

25 July 2017

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
- prepare 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 the memorandum, *Managing Public Money*, published by HM Treasury and *Managing Welsh Public Money*, published by the Welsh Government.

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. There is therefore no Board as one might find in other public bodies. 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; and
- keep under review the adequacy and effectiveness of the law affecting the interests of older people in Wales.

In carrying out these functions I am responsible, as Accounting Officer, 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.

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. As I have no Board of Directors, I have established an Audit and Risk Committee to support me in my Governance role.

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 key systems and processes through which the organisation is directed and controlled. It also incorporates the values and culture of the organisation.

The governance framework enables me to deliver against the key objectives in my strategic Framework for Action 2013-17.

Systems of internal control are based on an on-going process designed to:

- ensure financial probity;
- ensure that I comply with statutory duties; and
- ensure that I identify, evaluate and manage risk efficiently, effectively and economically.

These systems operate in an integrated manner, reflecting the importance of an integrated approach to governance and control.

The system of internal control can only provide reasonable, but not absolute, assurance of effectiveness.

Governance framework

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 discharge their duties. Kelly Davies, Director of Corporate Affairs, is my nominated Deputy. Other operational areas of delegated authority to my Directors are 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 priorities are laid out in my Framework for Action and are supported each year by my business plan.

My governance framework included three key sources of assurance during 2016-17:

- An Audit and Risk Assurance Committee
- An internal audit programme
- A strategic management team

These three sources of assurance assist me in discharging my statutory 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.

Audit and Risk Assurance Committee

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.

In order to ensure that an information gap does not exist for Committee members and that they have the knowledge necessary to assist me in discharging my statutory functions, members attend development days in which my staff and I provide them with information on strategic matters. During 2016-17 the Committee members were also invited to attend a staff away day. I also update them via email on key matters as they arise, including any escalation of risks to the Corporate Risk Register, and members receive a number of papers detailing agenda items prior to each committee meeting.

During 2016-17, I held two 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;
- review and monitor organisational policy;
- 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. The Committee meets quarterly and attendance at the meetings is summarised below:

	May 2016	July 2016	October 2016	January 2017	Development days	
					September 2016	March 2017
Ian Summers (Chair)	✓	✓	✓	✓	✓	✓
Mutale Merrill	✓	✓	x	x	✓	✓
Steve Harford*	✓	x	✓	✓	✓	✓
Steve Milsom*	✓	✓	✓	✓	✓	✓

*New members from 1 April 2016

Good practice requires me to regularly review and rotate the cumulative diversity, skills, knowledge and experience of my Committee members. Ian Summers has worked with me and my predecessor since 2009, becoming Chair of the Committee in 2014. His term of office was extended to 31 March 2017 in order to provide some continuity of membership whilst the new members became familiar with the Committee. Mutale Merrill joined as a new member on a four-year term during 2014-15, whilst Steve Harford and Steve Milsom joined during 2016-17, again on a four-year term. Steve Harford succeeded Ian Summers as Chair of the Committee from 1 April 2017. Following a recruitment process that was undertaken during 2016-17, Phil Davy has been appointed to fill the post that will be left vacant by Ian Summers.

The Committee provides me with an annual report that summarises the work of the Committee. No matters of concern have been brought to my attention in this report. 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. The Committee reviews its own effectiveness each year and has reviewed its own operations for 2016-17. It has concluded that it continues to operate effectively, noting that members are always looking for ways to operate more efficiently. It is my view that the Committee operates effectively and adds wider value to the systems of internal control and the Commissioner's wider objectives. Internal audit bi-annually review the work of the Committee to ensure that it continues to operate effectively.

As a result of its work in 2016-17, 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](#)

Internal audit

My internal audit service is provided by Deloitte. In 2016-17 they reviewed:

- financial systems;
- payroll and Civil Service Pension Arrangements;
- human resources; and
- corporate governance and risk management.

Substantive assurance levels were received on all audits with a number of recommendations, which have all been actioned. There were no recommendations from prior years to follow up on as all issues had been addressed.

In addition to reviewing core financial and governance arrangements, I have asked my internal auditors, over the audit cycle of 2014-17, to undertake advisory reviews of:

- Communication and engagement work
- Influencing policy and practice
- Project planning
- The Ageing Well in Wales programme
- The development of a balanced scorecard during 2014-2017
- The way in which my organisational restructure was undertaken.

The purpose of these audits was to provide me with assurance that my restructuring has enabled the delivery of the objectives in my 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 was completed in 2016-17.

Strategic Management Team

As disclosed in the Director's Report, I worked with a Strategic Management Team (SMT) during 2016-17, which formally met monthly. The SMT annually reviews its Terms of Reference and keeps its working practices and ongoing effectiveness under ongoing review.

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 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](#)

Risk

My approach to risk is kept under continuous review. I have continued to review and strengthen my Risk Management Framework during the year, which aims to:

- promote an innovative, less risk averse culture in which the need to take calculated and managed risks in pursuit of opportunities to benefit older people is recognised and managed;
- improve the performance of the organisation by informing and strengthening decision making and planning;
- maximise delivery of objectives within my Framework for Action;
- ensure compliance with statutory duties;
- provide a sound basis for integrated risk management and internal control as part of good corporate governance
- avoid or minimise financial loss
- avoid damage to the reputation of the Commissioner; 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. There are known risks faced by the organisation that, if ignored, would seriously impact on my ability to meet my strategic priorities.

My Audit Committee and I have identified the following overall risk:

- Reputational risk – whereby I am not seen as being impactful or a good custodian of public money.

The management of reputational risk will determine the success or failure of the Commissioner, both personally to the post holder and to the perception of both the post holder and the organisation amongst key stakeholders. The main element is a failure to deliver.

Two sub-categories of key risks or potential triggers have been identified as follows:

- **Significant failure to comply with governance, regularity and legal requirements**
 - Policies, procedures and other governance arrangements are not complied with.
 - Resources are not effectively planned, controlled or managed.
 - A loss of business continuity.
 - Staff do not have the skills, knowledge and competencies required to undertake their roles effectively.
 - The Commissioner is not perceived as independent.
- **Key stakeholders fail to support or work with the Commissioner and voice their opposition to her work.**
 - The Commissioner does not deliver impactful change as set out in the work programme.
 - The Commissioner and/or her work is perceived as being irrelevant.
 - The Commissioner does not have effective political links and influence.
 - Expectations from stakeholders are not attainable.

Active management of such risks is a key consideration in the delivery of my work and key aspects include:

- A risk management strategy is in place. This strategy 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 strategy requires the Director of Corporate Affairs to review operational risk on a four to six weekly basis and record identified risks and mitigating action. These risks are reported by exception to the Commissioner; they are also formally considered by the SMT.
- It is the responsibility of each member of the SMT to review their component of the Risk Register on a monthly basis and update when there is a change. The Risk Register is then reviewed quarterly by the SMT and reported to the Audit and Risk Assurance Committee. Any significant issues identified are immediately escalated to the corporate risk register.
- 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.
- All significant deliverables are underpinned by a project plan and risk profile. These are RAG rated monthly by Directors, with monthly exception reporting to the Commissioner. Any emerging risks and opportunities or changes to the profile of existing risks are discussed and recorded at SMT meetings.
- Financial policies and procedures that set out responsibilities for financial matters, including procurement, systems for financial control of expenditure and regular reporting of actual expenditure against budgets.
- My staff and I sign up annually to a Code of Conduct that incorporates the seven Principles of Public Life. 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. Any issues raised relating to the role of the Commissioner are referred to the Chair of the Committee.

The role of Commissioner became a 'prescribed person' under the Public Interest Disclosure Act 1998 (PIDA) for matters relating to the rights and wellbeing of older people in Wales in November 2016. The

Public Interest Disclosure Act 1998 (PIDA) protects employees who blow the whistle about wrongdoing from victimisation by their employers, provided that they blow the whistle in one of the ways set out in PIDA (known as making a protected disclosure). PIDA does not require my office to investigate every disclosure received. I can only investigate disclosures which fall within the scope of my statutory functions and within the parameters of my statutory powers.

As a result of the role of Commissioner becoming a prescribed person, my solicitors, Blake Morgan, have reviewed the effectiveness of both my internal and external Raising Concerns Policies by considering examples of good practice and model policies. I have built any recommendations for improvement into my policies and 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 2016-17.

During 2016-17, I received no complaints under the Complaints Policy (2015-16: 3). During the year I also reported to my Audit and Risk Assurance Committee three informal concerns (2015-16: 2,) and none were upheld.

During 2016-17, I received two requests for information under the Freedom of Information Act 2000 (2015-16: nil requests) and no requests under the Data Protection Act 1998 (2015-16: one request).

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 2016-17 there were no data breaches of data security (2015-16, nil) that were required to be reported to the Information Commissioner.

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](#)

During 2016-17, I published my refreshed Strategic Equality Plan, which is available on my website.

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.

I have therefore taken on board the relevant recommendations published by this Committee in March 2015 and during 2016-17 I continued to work closely with the Public Services Ombudsman for Wales, Children's Commissioner for Wales and the 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 2017, 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 2017, internal audit did raise a number of recommendations regarding my governance and finance systems. 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 and it is my view that the overall governance and internal control structures and procedures have been appropriate to support my functions and objectives and have worked effectively throughout 2016-17.

The above governance framework has been in place for the year ended 31 March 2017 and up to the date of signature of these accounts and this statement is prepared in accordance with Treasury guidance.

Sarah Rochira
Older People's Commissioner for Wales
25 July 2017

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. 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 2016-17 (1% was awarded in 2015-16).

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
	2016-17 £000	2015-16 £000	2016-17 £000	2015-16 £000	2016-17 £000	2015-16 £000
Sarah Rochira Commissioner	95-100	90-95	38	36	130-135	130-135
Kelly Davies Director of Corporate Affairs, Deputy Commissioner (02/11/15-31/03/16)	55-60	50-55	23	21	80-85	70-75
Daisy Cole Director of Wellbeing and Empowerment	60-65	55-60	24	23	85-90	80-85
Alison Phillips (2) Director of Finance & Performance and Deputy Commissioner (01/04/15-01/11/15)	n/a	40-45	n/a	17	n/a	55-60
Clare Lane (3) Director Protection and Scrutiny	n/a	45-50	n/a	14	n/a	45-50
Beverley Peatling (4) Director of Governance and Performance	n/a	10-15	n/a	0	n/a	10-15

- (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.
- (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.

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- (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.

Pension entitlements

(This section is subject to audit)

	Accrued pension at pension age as at 31/3/17 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/17	CETV at 31/3/16	Real increase in CETV
	£000	£000	£000	£000	£000
Sarah Rochira Commissioner Term of office commenced 4/6/12	10-15	0-2.5	133	104	19
Kelly Davies Director of Corporate Affairs, Deputy Commissioner (02/11/15-31/03/16)	5-10	0-2.5	53	40	7
Daisy Cole Director of Wellbeing and Empowerment	5-10	0-2.5	58	41	11
Alison Phillips Director of Finance & Performance and Deputy Commissioner (1)	n/a	n/a	n/a	78	n/a
Clare Lane Director Protection and Scrutiny (2)	n/a	n/a	n/a	13	n/a

(1) Alison Phillips left the Commissioner's employment on the 1 November 2015.

(2) 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.

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 1 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 members of 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 8% and 14.75% (depending on 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 0.5% of pensionable salary 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 worked out 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.

	2016-17 Salary £	2015-16 Salary £
Band of highest paid director (Commissioner)	90,000-95,000	90,000 - 95,000
Median Total Remuneration	32,550	35,500
Ratio	2.91	2.61

The banded remuneration of the highest-paid director (the Commissioner) was £90-95k in 2016-17 (2015-16: £90-95k). This was 2.91 times (2015-16: 2.61) the median remuneration of the workforce, which was £32,550 (2015-16: £35,500). The change is equivalent to a decrease of one incremental point. During November 2015, my Director of Finance and Performance/ Deputy Commissioner resigned which led me to temporarily promote three members of my team whilst a replacement Director was recruited; these promotions temporarily inflated the median remuneration during 2015-16.

In 2016-17, no employee (2015-16: nil) received remuneration in excess of the role of Commissioner. Remuneration ranged from £18,150 to £94,726 (2015-16: £18,800 – £94,726).

Staff Report
(This section is subject to audit)

Staff costs comprise:

	2016/17		2015/16
	£ 000	£ 000	£ 000
	Permanently Employed	Contingent Labour	Total Staff costs
Salaries	626	122	748
Social Security costs	56	12	68
Other Pension Costs	130	24	154
Sub Total	812	158	970
Inward Secondment and agency costs	0	11	11
Total net costs	812	169	981
			1,368
			1,409

Included within staff costs is £9,622 (2015-16: £12,042) which relates to the remuneration of four 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 70.

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 schemes but the Older People's

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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 2016-17, employers' contributions of £155k were payable to the PCSPS (2015-16 £194k) 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 2016-17 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 8% to 14.75%. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £nil, 0.5% of pensionable pay, 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.

Contributions due to the partnership pension providers at the balance sheet date were £nil. Contributions prepaid at that date were £nil.

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:

	2016/17	2015/16
Permanent Staff	14.90	19.16
Seconded Staff	0	0.58
Temporary/Casual Staff	0.11	0
Fixed Term Appointments	4.40	8.52
Total	19.40	28.26

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

	2016/17	2015/16
Permanent Staff	15.53	12.94
Seconded Staff	0	0
Temporary/Casual Staff	0	0
Fixed Term Appointments	2.79	7.45
Total	18.32	20.39

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

		31 March 2017	31 March 2016
Female			
	Director	3	3
	Staff	13	14
	Total	16	17
Male			
	Director	0	0
	Staff	6	5
	Total	6	5

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 9.95 days (12.01 days in 2015-16); this sickness absence rate is higher than desirable and is attributable to a small number of staff who were on long term sick. If the long term absences, which are classified as being for more than 4 weeks, are removed from the average sickness absence rates then the rate becomes 4.35 days (5.47 days in 2015-16) which is comparable to the absence rate of 4.3 days for the UK labour market during 2016. 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.

Website link: [Equality Scheme](#)

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 and interviews will be held in the language of choice.

Reasonable adjustments would be made, where possible, to prevent disabled people being placed at a disadvantage. This relates not only to interviews and arrangements for new members of staff joining the organisation, but also for current members of staff returning to work following an injury or an illness.

Employee benefits

In June 2014, the organisation gained Silver Investors in People status retaining and improving upon the standard award gained in 2011. The Investors in People accreditation is valid for three years. 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; this award is also valid for three years. 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, all employees were able to attend a team meeting training session about the following topics:

- Emotional Resilience and Intelligence
- Time management skills
- How to be an effective facilitator
- Evaluating and monitoring outcomes
- Safeguarding and Domestic Abuse
- Raising concerns in the workplace
- Code of conduct
- Data Protection
- Welsh Language Standards

All staff are also able to attend Welsh language lessons during work time at beginner, intermediate or advanced level.

Line managers attended a training course entitled 'Applied Positive Psychology', and Caseworkers received training about Safeguarding and Whistleblowing.

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 is 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.

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 progress of the work programme for the year. 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 may be 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.

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.

Off payroll Engagements

There were no off payroll engagements during 2016-17 nor 2015-16.

Consultancy Expenditure

There was no expenditure on consultancy during 2016-17 nor 2015-16

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

There were no compensation payments made in 2016-17. 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.

One member of senior staff received an exit package during 2015/16:

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

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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 Redundancy packages agreed	Number of Voluntary Exit packages agreed	Number of ex-gratia payments agreed	Total number of packages
2016-17 total cost in £000s	0	0	0	0	0
2015-16 total cost in £000s	0	0	£68k	0	£68k
<£10,000	0	0	3	0	3
£10,000 - £25,000	0	0	4	0	4

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.

Sarah Rochira
Older People's Commissioner for Wales
25 July 2017

2.3 CERTIFICATE AND REPORT OF THE AUDITOR GENERAL FOR WALES

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

I certify that I have audited the financial statements of the Older People's Commissioner for Wales for the year ended 31 March 2017 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.

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.

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 2017 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 2017

- 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
1 August 2017

24 Cathedral Road
Cardiff
CF11 9LJ

The maintenance and integrity of the Older People's Commissioner for Wales' website is the responsibility of the Accounting Officer; the work carried out by auditors does not involve consideration of these matters and accordingly auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

FINANCIAL STATEMENTS

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2017

	Note	2016/17 £ 000	2015/16 £ 000
Expenditure			
Staff costs	2	981	1,409
Depreciation / Amortisation	3	12	14
Provision Expense	3	0	18
Other Operating Expenditure	3	407	492
Total Operating Expenditure		<u>1,400</u>	<u>1,933</u>
Income			
Other income	4	13	31
Comprehensive Net Expenditure for the year		<u>1,387</u>	<u>1,902</u>

There are no recognised gains or losses in either 2015-16 or 2016-17.

Statement of Financial Position

As at 31 March 2017

	Note	£ 000	31 March 2017 £ 000	£ 000	31 March 2016 £ 000
Non-current assets:					
Leasehold improvements	5	0		1	
Office equipment / ICT	5	27		23	
Intangible assets	6	10		2	
Total non-current assets			37		26
Current Assets:					
Trade and other receivables	8	62		82	
Cash and cash equivalents	9	354		245	
Total current assets			416		327
Total assets			453		353
Current liabilities:					
Trade and other payables	10	72		171	
Total current liabilities			72		171
Non-current assets plus/less net current assets/liabilities			381		182
Non-current liabilities					
Provisions	12	78		78	
Deferred creditor	11	3		0	
Total non-current liabilities			81		78
Total assets less total liabilities			300		104
Taxpayers' equity					
General reserves			300		104
			300		104

Sarah Rochira
Commissioner and Accounting Officer
25 July 2017

Statement of Cash Flows

For the year ended 31 March 2017

		1 April 2016 - 31 March 2017	1 April 2015 - 31 March 2016
	Note	£ 000	£ 000
Cash flows from operating activities			
Net expenditure		(1,387)	(1,902)
Adjustments for non-cash transactions	3	12	14
(Increase)/decrease in trade and other receivables	8	20	(10)
Increase/(decrease) in trade and other payables	10	(99)	84
Loss on Disposal of Equipment	3	0	0
Increase in Provisions	12	0	18
Increase/(decrease) in Deferred creditor	11	3	(2)
Net cash outflow from operating activities		(1,451)	(1,798)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(13)	0
Purchase of intangible assets	6	(10)	0
Net cash outflow from investing activities		(23)	0
Cash flows from financing activities			
Funding from Welsh Government		1,583	1,725
Net financing		1,583	1,725
Net increase/(decrease) in cash equivalents in the period		109	(73)
Cash and cash equivalents at the beginning of the period	9	245	318
Cash and cash equivalents at the end of the period	9	354	245

Statement of Changes in Taxpayer's Equity

For the year ended 31 March 2017

	General Reserve	
	1 April 2016- 31 March 2017	1 April 2015- 31 March 2016
	£ 000	£ 000
Balance as at 1 April	104	281
Net expenditure	(1,387)	(1,902)
Total recognised income and expense	(1,283)	(1,621)
Funding from Welsh Government	1,583	1,725
Balance as at 31 March	300	104

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2016-17 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, this accounting standard will apply from 2019-20 and is not reasonably estimable at this stage.

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	2016/17 £000	2015/16 £000
		<hr/>	<hr/>
Rentals under operating leases		66	52
Other accommodation costs		75	69
Information & communications technology		7	6
Professional fees		41	54
Training & development		9	14
Travel & subsistence		20	23
Audit fees – Internal Audit		10	8
Audit fees – External Audit		14	14
Specific Programmes		78	162
Other administrative expenses		87	90
		<hr/> 407	<hr/> 492
Non-cash items:			
Provision provided for in year	11	0	18
Depreciation		10	11
Amortisation		2	3
Total		<hr/> 419 <hr/>	<hr/> 524 <hr/>

Specific Programmes

During 2016/17 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 2013-2017	2016/17 £000	2015/16 £000
Embedding the wellbeing of older people at the heart of public services.	29	29
Driving up the quality of and availability and access to health and social care.	15	82
Protecting and improving community services, facilities and infrastructure.	15	23
Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected.	5	7
Tackling prejudice, inequality and discrimination.	14	21
Total	78	162

4. Other Income

	2016/17 £000	2015/16 £000
Other income from operating activities	13	31
Total	13	31

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 2016	44	272	37	353
Additions	13	0	0	13
Disposals	0	0	0	0
At 31 March 2017	57	272	37	366
Depreciation				
At 1 April 2016	28	271	30	329
Charged in the year	7	1	2	10
Disposals	0	0	0	0
At 31 March 2017	35	272	32	339

Net book value at 31 March 2017	22	0	5	27
Net book value at 31 March 2016	16	1	7	24

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 2016	46	58	104
Additions	0	10	10
Disposals	0	0	0
At 31 March 2017	46	68	114
Amortisation			
At 1 April 2016	46	56	102
Charged in the year	0	2	2
Disposals	0	0	0
At 31 March 2017	46	58	104

Net book value at 31 March 2017	0	10	10
Net book value at 31 March 2016	0	2	2

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

	2016/17	2015/16
	£000	£000
Amounts falling due within one year:		
Trade receivables	0	12
Prepayments and accrued income	62	70
	62	82

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

9. Cash and cash equivalents

	2016/17	2015/16
	£000	£000
Balance at 1 April	245	318
Net change in cash and cash equivalent balances	109	(73)
Balance at 31 March	354	245
The following balances at 31 March were held at:		
Government Banking Service	205	212
Commercial banks and cash in hand	149	33
Balance at 31 March	354	245

10. Trade payables and other current liabilities

	2016/17	2015/16
	£000	£000
Amounts falling due within one year		
Other taxation and social security	0	51
Trade payables	4	6
Accruals and deferred income	68	114
	72	171

11. Deferred creditor

	2016/17	2015/16
	£000	£000
At 1 April	0	2
Accrued expenditure during the year	3	0
Released to Statement of Comprehensive Net Expenditure Account during year	0	(2)
Balance at 31 March	3	0

The Commissioner holds a 5 year operating lease in respect of office accommodation, which includes a variable rental over the life of the lease, and a break without prejudice at year 3. Operating costs are charged on a straight-line basis over the lease term in accordance with IAS 17. The deferred creditor will release fully in Year 3 of the lease

12. Provision for Liabilities and Charges

	2016/17	2015/16
	£000	£000
Balance at 1 April	78	60
Provided in year	0	18
Provision utilised in year	0	0
Balance at 31 March	78	78

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.

13. 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.

	2016/17	2015/16
	£000	£000
Obligations under operating leases comprise:		
Land and buildings:		
Expiry within 1 year	63	56
Expiry after 1 year but not more than 5 years*	230	75
Later than five years	0	0
	293	131

*The Commissioner has agreed a lease term for a period of 5 years from 5 August 2018, the rent payable was set for the initial 3 years of the term with years 4 and 5 to be agreed during 2021-22, the value of this lease will be in-line with open market value following inspection by an independent surveyor.

	2016/17	2015/16
	£000	£000
Obligations under operating leases comprise:		
Other: Office Equipment		
Expiry within 1 year	0	0
Expiry after 1 year but not more than 5 years	1	2
Later than five years	0	0
	1	2

(b) Finance leases and PFI contracts

There are no obligations under finance leases or PFI contracts (2015-16: nil). The Commissioner has not entered into non-cancellable contracts which are leases or PFI contracts (2015-16: nil).

14. Capital commitments

	2016/17	2015/16
	£000	£000
Contracted capital commitments at 31 March not otherwise included in these accounts.	10	0

The Commissioner has a Capital Commitment at 31 March 2017 relating to the upgrade of a server and IT network; this work will be completed in 2017-18.

15. Contingent liabilities disclosed under IAS 37

The Commissioner has not incurred any contingent liabilities that are not disclosed elsewhere in these accounts (2015-16: nil).

16. Related-party transactions

In 2016-17 the Commissioner received funding of £1.583M from Welsh Government (2015-16: £1.725M) which included a non-recurrent

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allocation of £40k for the Ageing Well in Wales Programme. The Welsh Government is regarded as a related party.

During 2016-17 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.

17. Events after the reporting period

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

These financial statements were authorised for issue on the 25 July 2017 by Sarah Rochira