

Older People's Commissioner for Wales

Annual Report and Financial Statements

2017-18

Older People's Commissioner for Wales
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Older People's Commissioner for Wales
Annual Report and Financial Statements for the period ended 31 March 2018

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1 PERFORMANCE REPORT

1.1 OVERVIEW

Within the Performance Report I have outlined my strategic priorities and main achievements over the past year, taking into account the key issues and risks that I have faced.

Foreword

Since I took up post as Commissioner in 2012, I have met and spoken with thousands of older people who have generously shared so much with me – about their lives, their experiences, their hopes and wishes for the future.

This year, as in previous years, these voices and experiences have continued to guide and shape my work as Commissioner and have been a constant and important reminder of why it's just so important that we get things right for older people.



Because when we get things right for older people – when help and support is tailored to their needs, is focused on outcomes and, most importantly, listens to and acts upon their voices – they can remain healthy and independent and have the best possible quality of life, things that all of us will want as we get older.

There is much good work and good practice underway across Wales to improve older people's lives, something that I highlight and promote whenever possible – it's just so important that this good practice becomes our standard practice in Wales.

But much more still needs to be done to recognise older people as the vital asset that they are to Wales, to uphold their rights, to protect them from harm, to deliver the changes they want and need to see, and to make the aspiration that underpins much of our policy and legislation in Wales a reality in older people's day-to-day lives.

Many of the issues faced by older people that I have highlighted and reported on as Commissioner have developed over considerable periods of time and there is, unfortunately, no quick fix to resolve them. That is why follow-up work and ongoing monitoring and scrutiny of policy and

practice is so important – it is vital that, in a landscape of competing priorities and challenges, the promises made by public bodies to take action and deliver change are not forgotten, that reports are not allowed to simply sit on a shelf gathering dust.

This has been the focus of much of my work during the past year, which has included extensive follow-up work linked to my 2014 Care Home Review, assessing whether the ambition of the Social Services and Well-being (Wales) Act is being made real in terms of safeguarding older people and advocacy, and building upon the findings of my 'Dementia: More Than Just Memory Loss' report and looking in more detail at respite services in Wales.

In addition to this, I have undertaken extensive further work to ensure that older people are safeguarded and protected, raising awareness amongst professionals, through seminars and published guidance, about the scale and nature of abuse faced by older people, how abuse can be identified and how it can be tackled.

The Ageing Well in Wales programme, which I established and is hosted by my office, has grown considerably during the past year: over 70 national partners and over 1,600 Ageing Well Network members are now delivering a wide range of work at both a strategic and community level against the five key Ageing Well themes – Age friendly communities, dementia supportive communities, falls prevention, loneliness and isolation, and opportunities for learning and employment. I also published a series of Ageing Well Stories, to not only celebrate the outstanding work being delivered by Ageing Well Network Members, but to also encourage others to take action in their own communities and establish their own initiatives to help older people across Wales to Age Well.

It has been a real privilege to have been the Older People's Commissioner for Wales over the past six years, a time in which there has been much positive change for older people. I would like to thank my team, the stakeholders I have worked with and, most importantly, older people across Wales who have supported me and my work to make Wales a good place to grow older, not just for some but for everyone.

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 6 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 2017-18, I received funding of £1.553million which included a non-recurring allocation of £10k for the Ageing Well in Wales Programme that is hosted by my office (2016-17: £1.583million).

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 2017-18 Financial Year

The Statement of Comprehensive Net Expenditure shows for 2017-18 net expenditure of £1.646 million (2016-17: £1.387million).

Reserves at the year-end were £0.207 million (2016-17: £0.300million).

Reserves have an important role to play within my overall financial management approach, enabling me to manage risk effectively and ensure business continuity and continuation of my ability to deliver against my statutory duties when faced with unforeseen and unforeseeable issues, either of a financial or service nature.

I have identified three specific reasons for which reserves need to be held:

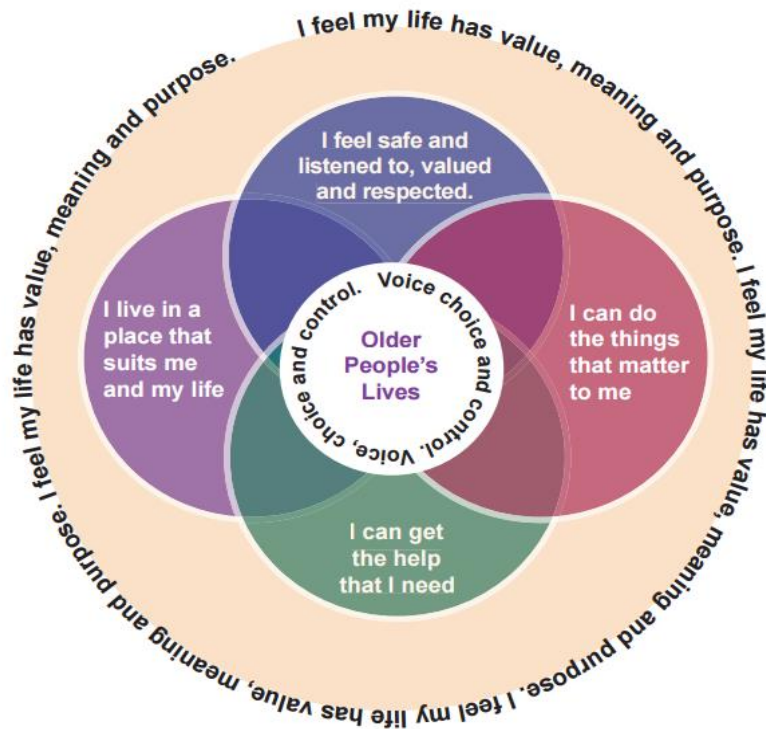
- For the general financial and business stability of the organisation (the General Reserve), in particular the need to be able to respond to unforeseeable operating costs and, more importantly, to act upon any unplanned urgent and important matters brought to my attention. Such additional costs are likely to be associated with legal proceedings and additional staff resources but are also very difficult to quantify.
- For specific risks identified and included within the Corporate Risk Register and providing financial security against those risks. These are included within my medium term financial plan as there is a certainty or high degree of certainty of them crystallising.
- For strategic financial planning, allowing me to accrue funds for more significant planned expenditure in the longer term. This is important as it reflects the need for pieces of work to span financial year ends.

This was outlined in the Estimate to Ministers that I submitted in October 2017, 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 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 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

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 and Risk Assurance Committee and I have identified the following overall risks and triggers:



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.

Work Delivered During 2017-18

Reaching Out and Listening to Older People Across Wales

Direct engagement with older people across Wales has remained a key part of my work throughout 2017-18, allowing me to share information about my role, my work and the ways in which I can provide assistance and support. This engagement also provides vital opportunities to hear directly from older people about what matters to them, the services they want to see and the issues that affect their lives, which helps to guide and shape my work and priorities.

Engagement Roadshow

169

Visits to older people's groups across Wales

My team and I met with 169 groups across Wales during 2017-18, travelling over 19,000 miles to visit a wide range of settings and engage with over 3,300 older people.

To ensure that the voices of older people in all of their diversity inform and are reflected throughout my work, my team and I have continued to meet with individuals from a wide variety of backgrounds whose voices are seldom heard.

Over
19,000

Miles travelled

To support this essential engagement, I have worked with a wide range of organisations working on behalf of people with protected characteristics.

Many joint visits with Assembly Members, MPs, Council Leaders and Councillors have been arranged, to provide older people with opportunities to have their voices heard and share their views and experiences directly with those who make policy and decisions that affect their lives.

Wider Engagement

In addition to engaging with thousands of older people across Wales through the Engagement Roadshow, I have continued to work with formal organisations that represent older people and their interests, and have also continued to work with Welsh public bodies and third sector organisations, to grow knowledge and understanding of the issues and

challenges faced by older people, and discuss how services could be improved, through sharing information and examples of good practice.

Casework support to individuals

366

**Older people
supported by our
casework team**

My Casework Team provided assistance and support to 366 older people and their families across Wales during 2017-18, many of which were protracted and complex in nature, particularly where safeguarding and protection issues were identified.

A number of common themes underpin many of the issues that older people contact my office about, including the complexity of policies and processes, poor communication, a lack of understanding of the potential impact of decisions and little understanding or practical application of older people's rights.

The themes set out above demonstrate that there is often a significant power imbalance between older people and public bodies, particularly when issues or complaints are raised. Furthermore, my casework and underpinning themes demonstrate that public bodies are often not good at learning from their mistakes or using people's voices and experiences to underpin and drive continuous service improvement.

Driving change for older people

Care Home Review follow-up work

My 2014 Care Home Review found that too many older people living in care homes in Wales had an unacceptable quality of life and that significant change was required to ensure that quality of life for older people was placed at the heart of our care home system.

Following the publication of my findings, I sought assurances that public bodies would take the action needed to deliver the required change and improvements.

Whilst I did receive assurances that action would be taken in response to my Review, following ongoing monitoring and scrutiny I had concerns that there did not appear to be visible action in a number of key areas. I therefore undertook a programme of detailed follow-up work.

Through the follow-up work, I was looking for evidence of leadership, ambition and progress, alongside a clear understanding of why quality of life and a focus on outcomes are so important for older people.

My report, 'A Place to Call Home: Impact and Analysis', found that whilst some positive progress had been made by Health Boards and Local Authorities, with a wide range of new activity underway, many still needed to do much more to provide the assurances needed that the required change will be delivered.

Furthermore, the evidence provided by the Welsh Government failed to demonstrate sufficient progress and action in a number of key areas – such as continence care, falls prevention and workforce planning – where leadership and a national approach is needed to drive meaningful cultural change, ensure greater accountability and promote the more effective use of evidence-based good practice.

I wrote to the Welsh Government, Health Boards and Local Authorities, setting out my expectations that my feedback would be discussed at Board/Cabinet level and that a response would be provided stating what further actions and commitments had been agreed.

I was also clear that a renewed focus was needed from the Welsh Government, Health Boards and Local Authorities on taking meaningful action to deliver upon the commitments they made, and that a failure to do so will mean that the care home system is unable to meet the changing care and support needs of older people and, more importantly, will mean that too many older people living in care homes continue to have an unacceptable quality of life.

Rethinking Respite for People Living with Dementia

One of the key issues highlighted in my 'Dementia: more than just memory loss' report, which was published in 2016, was the importance of high-quality, flexible respite service that provided a positive experience for both the carer and the person being cared for and did not simply focus on breaks apart.

Given the importance of respite, and its links to other key issues such as safeguarding and health and well-being, I began a programme of work to look at issues related to respite in more detail and influence the ways in which it is thought about and delivered.

In addition to reviewing the current research and literature on respite and calling for examples of good practice, a series of discussion sessions were undertaken across Wales to hear directly from people living with dementia and their carers. 123 individuals took part in these sessions, sharing their experiences of using respite services, including any challenges and/or barriers they faced in accessing these services, and the ways in which respite services should be improved.

The views shared at these sessions, as well as the information gathered through the literature review and good practice submissions, were used as the basis for my Rethinking Respite report, published in April 2018. The report made clear the action that needs to be taken to improve respite services and deliver the outcomes that people affected by dementia said they want and need to see.

Access to Independent Advocacy

Building upon a wide range of work undertaken on advocacy in previous years, I undertook a programme of work looking at older people's access to independent advocacy and whether their legal rights relating to advocacy, introduced by the Social Services and Well-being (Wales) Act, are being upheld.

As part of this work, my team and I engaged directly with a wide range of stakeholders (60 organisations in total) – including over 30 independent advocacy organisations, policy leads, third sector organisations and other bodies – as well as older people who have used advocacy services. Alongside this extensive engagement, a detailed analysis of the relatively limited data that is currently available that relates to advocacy was also undertaken to consider what information this provides about older people's experiences of accessing independent advocacy services in Wales.

The evidence gathered through this work formed the basis of a report – 'Making Voices Heard: Older People's Access to Independent Advocacy' – which is to be published in May 2018 and includes recommendations for the Welsh Government, Local Authorities and Health Boards, setting out the ways in which awareness about independent advocacy could be increased and the ways in which services need to be improved to ensure that older people can access the support they need to make their voices heard.

Scrutinising Public Services Boards Assessments of Local Well-being

During the summer of 2017, I undertook scrutiny of the Assessments of Local Well-being published by Public Services Boards, a duty created by the Well-being of Future Generations (Wales) Act. This scrutiny followed extensive work with Public Services Boards during 2016-17, which included meeting with each Board to advise them on the most effective ways of meeting older people's needs and issuing formal guidance on preparing local well-being plans, which were published in August 2017.

The purpose of the scrutiny was to determine how well older people's issues were reflected within the assessment documents, whether the assessments would take forward the prevention agenda and an 'ageing well' approach, and the ways in which my published guidance was being used by Public Services Boards in developing their wellbeing assessments and plans.

My findings were published in August 2017, along with recommendations for Public Services Boards on how to ensure that older people's needs and issues are reflected in the local well-being plans. In addition to this feedback, I also ran a series of workshops for Public Services Boards during the Autumn of 2017 to reinforce these messages and ensure that the Boards are considering sustainable, preventative and long-term outcomes for older people and other groups

Ageing Well in Wales

Delivery of Phase Two of Ageing Well in Wales – the national partnership programme to improve the health and well-being of people aged 50+ in Wales – continued throughout 2017-18, with a wide range of action across the programme's five priority areas.

At a strategic level, over 70 Ageing Well partners from across the public, private and third sectors have continued work at a national level to deliver on the commitments set out in the Ageing Well Phase Two Action Plan.

Work also continued at a Local Authority level, led by Older People's Strategy Coordinators, to deliver the action set out in the Ageing Well Plans that were published by Local Authorities in 2016. This work was supported by three workshop sessions held in Autumn 2017 which

70

**Ageing Well in
Wales National
Partners**

provided opportunities to work with Local Authority officers and council members to explore the most effective ways of taking forward Ageing Well priorities.

Over
1,600
**Ageing Well in
Wales Network
members**

Significant work was also undertaken at a community level during 2017-18, and over 1,600 Community Network members are now working on initiatives to make Wales a better place to grow older and helping to establish age friendly and dementia supportive communities in villages, towns and cities across Wales.

To support this work, Ageing Well held five large 'Celebrating Communities' events across Wales during early 2018 to inspire people to take action and encourage partnership working. The events were attended by over 500 delegates and brought together partners working at all levels to share and learn from good practice and discuss new ideas and solutions to help to empower older people and ensure that our communities support people of all ages.

550
**Delegates who
attended Ageing
Well events**

In addition to this, Ageing Well in Wales published a 'How to Age Well' guide for older people, as well as a series of Ageing Well Cards, which support older people, particularly those with dementia and/or sensory loss, to communicate their needs discretely and effectively with people working in shops and on public transport. A collection of

'Ageing Well Stories' were also published in March 2018 which celebrates the innovative work being delivered locally for older people and aims to inspire others to take action in their own communities to help older people across Wales to age well.

Website link: [Ageing Well in Wales Annual Report](#)

Safeguarding and Protecting Older People

Ensuring that older people are safeguarded and protected has remained a key priority. I have continued a wide range of work throughout 2017-18 to raise awareness about the nature of the abuse faced by over 40,000 older people each year and the circumstances that can lead to them becoming particularly vulnerable or at risk of harm.

Work has also continued to ensure there is a systematic approach to identifying older people who are at risk of harm and that those who are abused are fully supported to access the help and assistance they need to regain their safety and wellbeing.

Safeguarding in Hospitals in Wales

Much of the assistance and support I provide to older people through my Casework Team relates to safeguarding, and in many cases concerns have been raised that relate to safeguarding in hospital settings.

I have welcomed the ambition of the Social Services and Well-being (Wales) Act 2014 to improve the safeguarding of adults at risk of abuse and neglect by placing this on a statutory footing and creating new duties for public bodies, and therefore wanted to review the difference the Act is making to the safeguarding work of Health Boards.

Using a questionnaire, as well as follow-up interviews with safeguarding staff, a wide range of information was gathered about the safeguarding work in Health Boards, such as changes to safeguarding teams, changes to policies and procedures, staff training, the ways in which alleged victims of abuse are supported and engaged with, access to advocacy and learning from cases. Information was also gathered from stakeholders from Social Services departments and Public Health Wales who have a detailed knowledge of adult safeguarding.

My assessment of the responses provided formed the basis of a report – Safeguarding in Hospitals in Wales – which was shared with the Welsh Government and Health Boards.

The report identified that whilst new initiatives are now underway within Health Boards to address the requirements of the Act, alongside a greater focus on adult safeguarding within core work and increased resources, a number of factors were potentially weakening the approaches being taken.

In sharing the report with the Welsh Government, I made clear my expectations that the issues identified would be addressed and requested a written response from the Minister setting out what action would be taken to deal with the concerns raised.

Information and Guidance on Domestic Abuse: Safeguarding Older People in Wales

In June 2017, I published new guidance, in partnership with the Welsh Government, to help front-line professionals who have contact with older people to recognise the signs of domestic abuse and provide them with information about the help available to protect and safeguard older people.

The guidance covers a wide range of subjects, including the characteristics of the abuse faced by older people, how to recognise controlling and coercive behaviour, the impact of abuse and how to provide an effective response.

At the launch of the guidance, the Cabinet Secretary for Communities and Children reaffirmed the Welsh Government's commitment to working closely with partners to protect the victims of domestic abuse and welcomed the guidance as a practical resource that would help professionals to work more effectively with older people who are experiencing domestic abuse.

Awareness Raising Seminars and Presentations

Building upon the success of similar events held between 2015-16 and 2016-17, I held four safeguarding seminars to continue to raise awareness of the abuse faced by older people. The seminars covered the scale and impact of abuse, human rights, abuse within the BAME and LGBT+ communities, the vital role of advocacy and the support available for those who have experienced abuse.

226

**Safeguarding
seminar
delegates**

226 delegates attended the seminars, from a wide range of organisations working with and for older people. Feedback on the seminars was overwhelmingly positive, with praise for the depth of information provided and the multi-agency perspective provided by the speakers.

In addition to these seminars, 37 awareness raising presentations were delivered to 1,106 stakeholders during 2017-18, highlighting the scale and impact of the abuse faced by older people and setting out what needs to be implemented to improve the lives of older people whose lives have been affected by abuse.

1,106

**Attendees at
safeguarding
events**

Tackling the neglect of older people

An area of growing concern is the increasing number of cases of neglect of older people being recorded, particularly those relating to avoidable serious pressure sores. Through my casework and review of many high-profile neglect cases in Wales involving older people, a worrying pattern seems to be emerging.

There is currently a frustrating lack of accountability for those who have a responsibility to care for vulnerable older people, and I have been clear that the criminal justice system is inadequate if it fails to hold to account those who neglect to provide adequate care.

One of the criticisms of the current system, shared with by a number of stakeholders, is that the evidential bar is set very high to successfully prosecute criminal cases of neglect, even when a person has died because of failures to provide proper care. I have therefore continued to call for legislation to be reviewed and amended to prevent this growing problem from continuing to go unchallenged by the legal system.

Through this work, I have been made aware that there have been delays in the police becoming involved in some cases of neglect involving avoidable pressure sores. This has often been due to some organisations failing to recognise potential criminality, which has resulted in opportunities to collect evidence being lost or not considered.

Similarly, some basic lines of enquiry are not always considered by the police, as officers are not aware of their significance to a potential investigation. In a number of cases, my Casework Team has brought these facts to the attention of the police, but the passage of time has resulted in lost opportunities to secure potential evidence or to follow lines of enquiry. Whilst this is not a criticism of the police, it is clear that greater awareness and information is needed on this issue.

I therefore developed an investigative guidance document (relating to avoidable pressure sores) to provide police officers with relevant information to assist them with their investigations and support them in considering relevant and potential lines of enquiry. The guidance includes information that defines the different types of avoidable pressure ulcers, making clear that they can be the result of criminal negligence, and should therefore be subject to closer scrutiny by our law enforcement agencies.

This has been shared with the College of Policing for their consideration in using it as part of police training, and discussions are currently underway with the College about how this could be taken forward.

Tackling Scams in Wales

During 2017-18, I worked in partnership with National Trading Standards, providing support and funding to enable the delivery of Friends Against Scams in Wales, which aims to inspire action, highlight the scale and nature of scams, change the perceptions of why people fall victim to scams and make scams a topic that sits high on the agenda at a local, regional and national level.

This work has resulted in extensive engagement with individuals and organisations working across the public, private and third sectors in Wales, who have taken part in Friends Against Scams Training Sessions or have signed up as Friends Against Scams Champions and Scambassadors.

Influencing Policy, Legislation and Practice

Welsh Government and National Assembly for Wales

I have continued to meet regularly with Welsh Government Ministers throughout 2017-18, to ensure that they are aware of and understand the issues that affect older people across Wales and, more importantly, that the voices of older people are heard.

These meetings, alongside other engagement with the Welsh Government and its officials, provided opportunities to raise concerns about policy and practice that is not sufficiently focused on older people, and make clear where change and improvements are needed.

Work has also continued with the National Assembly for Wales, providing briefings to members ahead of debates relating to issues that affect older people. Furthermore, I have continued to work closely with National Assembly Committees, sharing information and evidence to highlight potential areas for scrutiny and investigation, and providing evidence to six committee inquiries during 2017-18.

6

**Evidence
sessions with
NAfW Committees**

Consultation responses

20

**Consultation
responses**

I provided responses to 20 consultations on a wide range of topics undertaken by the Welsh Government and other key bodies and stakeholders during 2017-18, using the voices of older people and the experiences they have shared to set out how policy and practice should be shaped to reflect their needs and deliver positive outcomes.

Dementia Action Plan for Wales 2018-2022

Whilst I welcomed the publication of the Welsh Government's draft dementia strategy as a positive step forward and acknowledged the breadth and depth of the issues it would potentially cover, my response to the consultation made clear that there were several areas in which the strategy needed to be strengthened in order to ensure it would deliver upon its ambition to improve the lives of people affected by dementia.

I called for the strategy to be improved in a number of ways, including a greater focus on rights, diversity and independent advocacy; greater recognition of the wellbeing and needs of carers; more ambitious training targets; improved respite services; enhancing the role of dementia support workers; and improved palliative and end of life care pathways. I also made clear the importance of engaging with people affected by dementia in a meaningful way to inform the strategy.

My work to influence the strategy, which was renamed the Dementia Action Plan for Wales 2018-2022 during its development, continued as a member of the Welsh Government Dementia Strategy Task and Finish Group, to ensure that the needs of people living with dementia and their carers would be better reflected in the final version of the plan.

Following the publication of the Action Plan in February 2018, I also wrote to the Cabinet Secretary for Health and Social Services, making clear that whilst I welcomed many parts of the plan, there are a number of areas where I still had concerns that, despite its ambition, the plan will not deliver the outcomes that people affected by dementia want and need to see.

Social Care Legislation

I have been clear that robust and effective regulation and inspection of social care is essential, not only to keep older people using social care

services safe and protected, but also to ensure that the care and support provided to them is of the highest standard.

I therefore welcomed the introduction of the Regulation and Inspection of Social Care (Wales) Act and the new standards of care the Act aims to deliver through its regulations. I was clear that quality of life must sit at the heart of these new standards of care and provided detailed commentary on the Regulated Services Regulations to ensure that the recommendations made in my Care Home Review were appropriately translated into law. Many of the calls that I made were reflected in the Act and supporting regulations.

In addition, Care Inspectorate Wales (formerly Care and Social Services Inspectorate Wales) is now using a new inspection regime that has a greater focus on quality of life and older people's rights, and Social Care Wales has been established as the new social care workforce regulator, which aims to 'make sure people in Wales can call on a high quality social care workforce that provides services to fully meet their needs'.

The implementation of the Social Services and Well-being (Wales) Act 2014 is also an area to which I have paid close attention. Through my ongoing casework and engagement with the Social Services and Well-being (Wales) Act 2014 Stakeholder Evaluation Group, I have also continued to work to ensure that older people are accessing and receiving care and support in line with the legal duties and the principles set out within the legislation.

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

Forward Look

Whilst my term as Commissioner is coming to an end on 5 June 2018, an interim 2018-19 work programme has been developed that will include the following:

- Publication of my Rethinking Respite for People Living with Dementia Report.
- Publication of my report on Advocacy Services in Wales – Making Voices Heard.
- Analysing the responses provided by public bodies following the publication of my Care Home Review follow-up report, 'A Place to Call Home: Impact and Analysis'.
- Analysing Local Authority Wellbeing Plans.
- Publication of information booklets for older people on Mental Capacity and Deprivation of Liberty Safeguards (DoLS).
- Producing a video in partnership with Age Cymru to raise awareness of the importance and benefits of advocacy.

The next Commissioner will set out further work that will be undertaken during 2018-19 and will develop a new strategic plan to shape their priorities as Commissioner.

Sarah Rochira
Older People's Commissioner for Wales
6 June 2012 - 5 June 2018

Kelly Davies¹
Deputy Older People's Commissioner for Wales
24 July 2018

¹As Sarah Rochira's term of office as Commissioner ended on 5 June 2018, Kelly Davies is signing the Annual Report and Financial Statements in her role as Deputy Commissioner and Accounting Officer, in accordance with OPC(W) Act 2006.

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 2017-18 relate to more than one of my priority areas, which is reflected in the table overleaf.

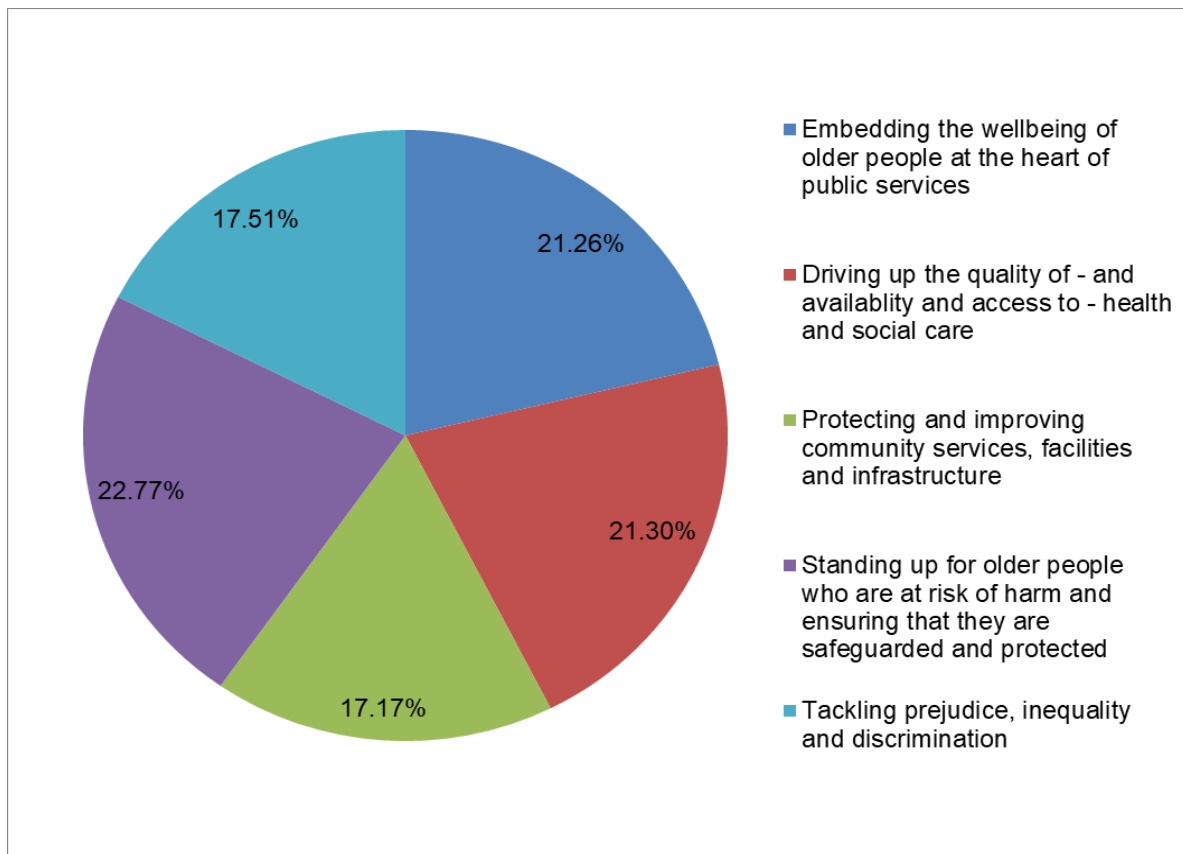
Performance Summary

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>Gathering evidence from stakeholders about older people's experiences of accessing and using Independent Professional Advocacy.</p> <p>Gathering evidence to understand how the impact of the Well-being of Future Generations (Wales) Act 2015 is being evaluated in relation to older people.</p> <p>Partnership working delivered through the Ageing Well in Wales Programme.</p>	<p>Published 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>Gathering evidence on follow-up work linked to the Commissioner's 'Dementia: more than just memory loss' report on respite care for people affected by dementia.</p>	<p>Partnership work focused on developing Age Friendly and Dementia Friendly Communities delivered through the Ageing Well in Wales Programme.</p>	<p>Held safeguarding seminars to raise awareness and grow knowledge and understanding of the scale and impact of the abuse faced by older people.</p> <p>Held a casework seminar to help public bodies to better understand the experiences of people who contact my casework team, and how public bodies could improve their responses when their decision-making is questioned.</p> <p>Reported on how effectively health boards</p>	<p>Partnership work focused on learning and employment opportunities delivered through the Ageing Well in Wales Programme.</p>

<p>Formally supported the RCN Nurse of the Year Wards and the Wales Care Awards to ensure that outstanding individuals working in our health and social care services are recognised and celebrated.</p>			<p>are responding to their new safeguarding duties under the Social Services and Well-being (Wales) Act 2014.</p> <p>Worked in partnership with National Trading Standards to provide support and funding to enable the delivery of Friends Against Scams in Wales, which aims to inspire action, highlight the scale and nature of scams, make scams a topic that sits high on the agenda at local, regional and national level.</p> <p>Casework support to older people and their families across Wales.</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>				

Allocation of expenditure to the Commissioner's priority areas

The chart below details my total expenditure allocated 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 2017-18 was in relation to the priority area of 'Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected'. Safeguarding of older people has consistently been a key priority area, with particular attention given to casework support to older people and their families across Wales. During 2017-18, this was the area with the highest programme spend; £62k of a total programme spend of £179k.

I have detailed my programme expenditure against priority area on page 83.

Financial Performance Highlights

The following points illustrate how expenditure has varied between 2015 to 2018 and provides an overview of trends in expenditure noting that in 2016-17 there was a 10% cut to my budget.

During 2016-17, I was concerned that I was going to receive a further budget cut to my 2017-18 budget and thus underspent against my allocation by £196k. This underspend would have enabled me to manage the risk associated with another budget cut without undermining my ability to operate within my current structure.

- Programme work:
Programme work undertaken may vary significantly from year to year and can also cross over more than one financial year.

As the aforementioned cut did not crystallise, I transferred £92k of the 2016-17 underspend against allocation to my variable cost operation work programme for 2017-18; a further £73k of the underspend has been allocated to the work programme for 2018-19.

Any further budget cuts will cause pressure on programme spending as an increasing percentage of the budget is spent on employment and administration costs.

- Rent:
As a result of the rent review in August 2016, I agreed a lease term for a period of five years from 5 August 2018. The rent payable was set for the initial three years of the term, with years four and five 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 therefore unlikely that future cost savings could be made in this area.

The increase in the comparable expenditure is due to a full years' charge of the renegotiated lease falling within 2017-18.

- Other accommodation costs:
There has been a slight decrease in accommodation costs in 2017-18 due to a late balancing service charge relating to 2015

being included within the 2016-17 accounts. These costs are expected to continue to rise in line with uncontrollable increases 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. Costs have increased slightly year on year and it is unlikely that any further substantial savings could be achieved.
- **Professional Fees:**
Professional fees will continue to fluctuate in the future as I may be required to act upon any unplanned, urgent and important matters brought to my attention. A particular focus during 2017-18 was preparing for the introduction of the General Data Protection Regulations in May 2018.
- **Training and development:**
A key strategic objective is to be recognised as an exemplar employer by supporting staff to maximise their performance and ensuring they have competencies and skills aligned to business priorities. Underpinning this objective is the availability of a generous training budget that is available to all staff. This budget was fully utilised during 2017-18 and is again available to staff during 2018-19.
- **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 were high in 2015-16 as they included the Voluntary Exit payments made to seven members of staff. 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.

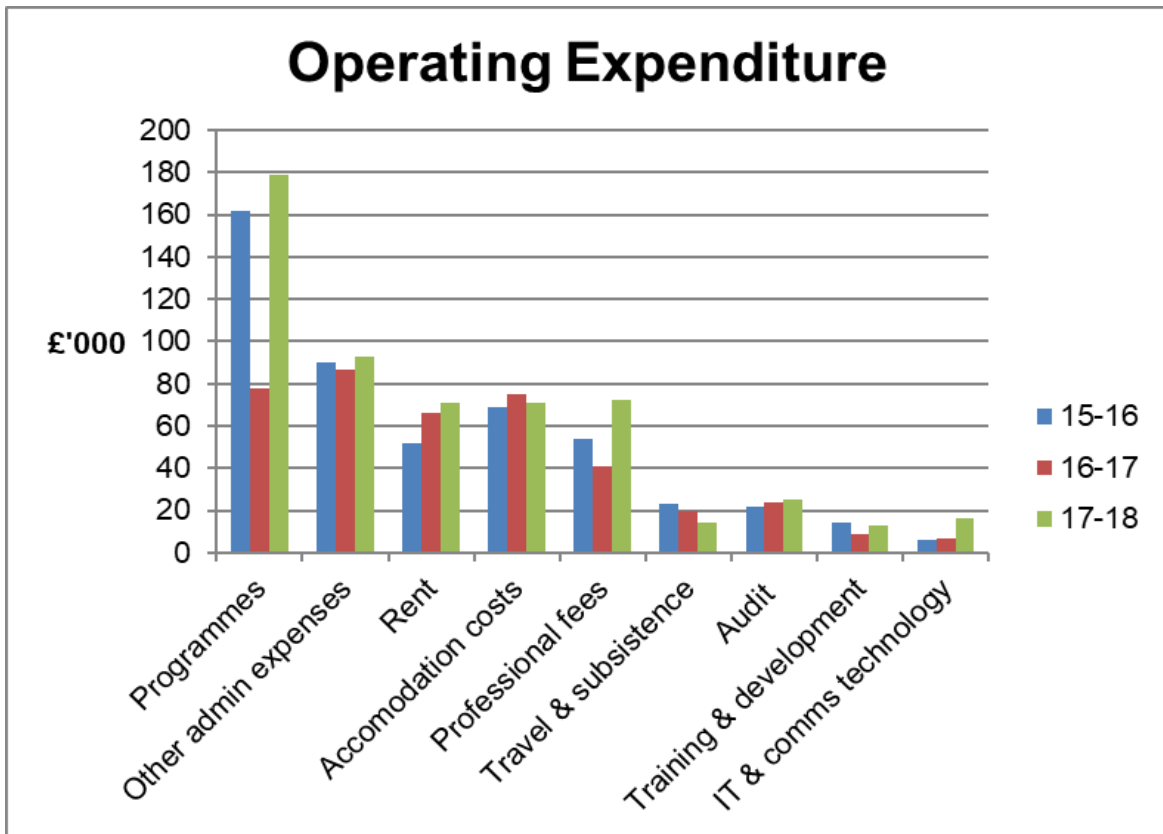


Figure 1: Three year comparator of Commissioner's Operating Expenditure



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

Expenditure 2017-18

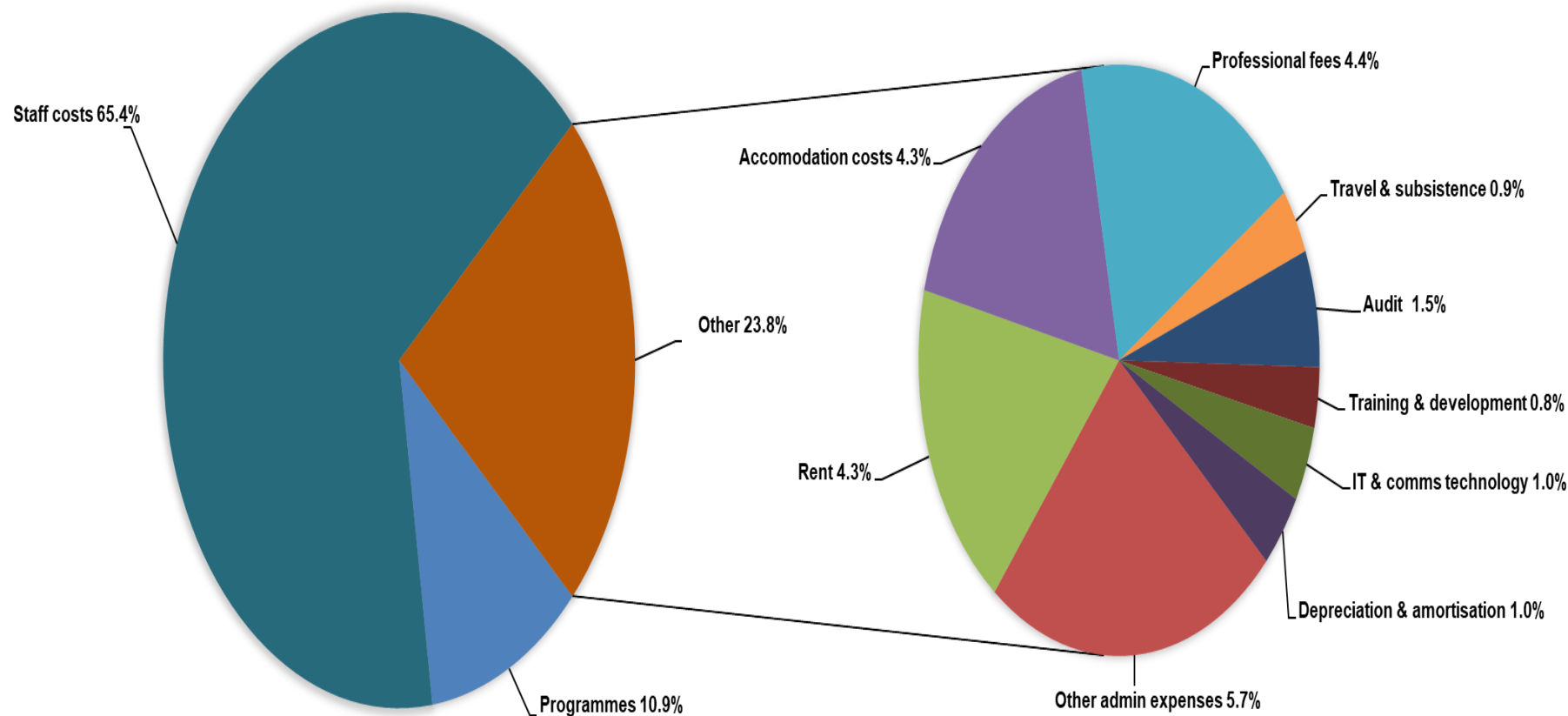


Figure 3: Commissioner's 2017-18 spend, showing further detail on non-staff expenditure.

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 sided printing paper, 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 31.24 trees from destruction in 2017-18 (22.7 in 2016-17).

- 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.

Well-being of Future Generations (Wales) Act 2015

Whilst the Older People's Commissioner for Wales is not a public body duty bound by the Well-being of Future Generations (Wales) Act 2015, the Commissioner is committed to the Sustainable Development Principle outlined in Section 5 of the Act.

By acting in accordance with the Sustainable Development Principle, the Commissioner will act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

In order to meet this commitment to the sustainable development, the Commissioner will publish a series of 'Well-being and sustainability objectives' through the Sustainability Policy Statement. These objectives will help support the 'Well-being Goals' outlined in Section 4 of the Act.

Environment (Wales) Act 2016

As a public authority under Section 6 of the Environment (Wales) Act 2016, the Older People's Commissioner for Wales has a duty to maintain and enhance biodiversity and promote the resilience of ecosystems in Wales.

Under the Act, the Commissioner must publish a plan setting out the actions that will be taken to comply with this duty. This plan is incorporated into the Commissioner's Sustainability Policy Statement and will be reviewed every three years alongside a report on how the Commissioner has complied with this duty. The first report will be compiled before the end of 2019, as required in the Act.

Website link: [Sustainability Policy Statement](#)

Sarah Rochira
Older People's Commissioner for Wales
6 June 2012 - 5 June 2018

Kelly Davies¹
Deputy Older People's Commissioner for Wales
24 July 2018

ACCOUNTABILITY REPORT

My Accountability Report outlines the key features of how I manage the organisation. This section contains:

- My Corporate Governance report which contains details of my senior management team and Audit and Risk Assurance Committee and how I demonstrate compliance with good corporate governance.
- My Remuneration and Staff Report provides information on senior management remuneration, my fair pay disclosure and information relating to other employment matters.
- The Audit Report contains the final audit opinion from our Auditor.

2.1 CORPORATE GOVERNANCE REPORT

Director's Report

Working within the Commissioner's Office

During 2017-18, I employed an average of 21.49 full time equivalent staff (19.40 in 2016-17). The Strategic Management Team working with me during 2017-18 comprised:

Kelly Davies Director of Corporate Affairs
Deputy Commissioner

Daisy Cole Director of Wellbeing and Empowerment

My term as Commissioner will end on 5 June 2018 and there will be an interim period prior to the new Commissioner coming into post. In accordance with the Commissioner for Older People (Wales) Act 2006, (the Act), Schedule 1 Paragraph 4 (3) 'The Deputy Commissioner may discharge the functions of the Commissioner during a vacancy in the office of Commissioner or at any time when the Commissioner is for any reason unable to act.' The signing of the annual accounts will fall within this interim period, therefore Kelly Davies, as Deputy Older People's Commissioner for Wales, will perform this function.

I have provided brief pen portraits below of my Strategic Management Team in post as at 31 March 2018.

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.

Steve Harford Appointed from 1 April 2016 to 31 March 2020
Appointed Chair from April 2017

Mutale Merrill Appointed from 1 June 2014 to 31 May 2018

Steve Milsom Appointed from 1 April 2016 to 31 March 2020

Phil Davy Appointed from 1 April 2017 to 31 March 2021

Following the departure of the Chair, Ian Summers, 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.

Members of the Audit Committee are:

Steve Harford (Chair)



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.

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 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 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 six 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 a trustee at Cymru Older People's Alliance and at Age Cymru. He is also vice chair of Caerphilly 50+Forum and a member of the Welsh Government's Ministerial Advisory Forum on Ageing.

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 retired from full time employment but has now returned to a part time role as Town Clerk for Caerphilly Town Council

Phil is currently a Trustee with Torfaen Citizens Advice Bureau.

Welsh Language

The Welsh Language Standards set out a number of ways in which I must provide and promote services through the Welsh language and facilitate and encourage its use in the workplace.

During 2017/18, I have complied with all Standards and have continued to demonstrate my commitment that the English and Welsh language will be treated on a basis of equality.

I have continued to take all possible steps to promote the Welsh language by holding team meetings about the Standards and the history

of the Welsh language, maintaining a number of bilingual staff, providing a bilingual casework service for older people, providing Welsh language lessons to all staff during work time and operating a bilingual working environment.

Website link: [Welsh Language Standards](#)

Acknowledging Excellence

In order to acknowledge good practice, and the dedicated individuals whose work is making a real difference to the lives of older people, I have continued to make reference to these in my publications and speeches, alongside providing formal support via annual sponsorship of the RCN Nurse of the Year Awards, 2017-18 £6k (2016-17 £6k) and the Wales Care Awards, 2017-18 £2k (2016-17 £2k).

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 99.48% paid on time (99.58% in 2016-17). 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](#)

Related party transactions

During 2017-18, neither myself, nor other members of my Strategic Management Team, or any of their family, were involved directly or indirectly in any transactions with the office during the year, apart from normal expense claims and salary payments

Audit arrangements

These Accounts are audited by the Auditor General for Wales in accordance with paragraph 12 of Schedule 1 of the Commissioner for Older People (Wales) Act 2006. The cost for the audit of the 2017-18 accounts is £14k (£14k in 2016-17).

Deloitte provided internal audit services to me in 2017-18. Following a joint tender exercise with the Children's Commissioner for Wales and the Public Ombudsman for Wales, a new contract was 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 44.

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
6 June 2012 - 5 June 2018

Kelly Davies¹
Deputy Older People's Commissioner for Wales
24 July 2018

¹As Sarah Rochira's term of office as Commissioner ended on 5 June 2018, Kelly Davies is signing the Annual Report and Financial Statements in her role as Deputy Commissioner and Accounting Officer, in accordance with OPC(W) Act 2006.

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, an annual report and statement of accounts in the form and on the basis set out in the Accounts Directions issued by HM Treasury and Welsh Ministers, these documents are fair, balanced and understandable.

I have taken all steps that I ought to have taken to make myself aware of any relevant audit information and disclosed this information to the auditors. As far as I am aware, there is no relevant audit information of which the auditors are unaware.

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

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 Deputy Commissioner, I am, by virtue of paragraph 4 and 11 to schedule 1 of the Commissioner for Older People (Wales) Act 2006, the Accounting Officer for my office. As Accounting Officer, I am personally responsible 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, as 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 of the statutory duties of the Older People's Commissioner for Wales, the way in which the discharge of my duties are governed and managed, and how I, as Commissioner, am accountable for what I do.

Role of the Commissioner

The statutory office of the Older People's Commissioner for Wales was established as a Corporation Sole under Section 1 of the Commissioner for Older People (Wales) Act 2006. The statutory duties 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 Corporate Board as might be found in other public bodies, I have established an Audit and Risk Assurance Committee to support me in my Governance role.

Purpose of the governance framework

The governance framework within which I operate is made up of key systems, policies 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.

These systems 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 I, at any time, be unable to discharge my 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 2017-18:

- 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 publicly 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. 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 2017-18, I held a development day with Directors and members of the Committee. The purpose of this day was to:

- review and discuss business priorities for the year;
- identify and address the management of risks and opportunities associated with those priorities;
- consider the cumulative impact of any of those risks and opportunities crystallising;
- review and monitor organisational policy; 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 2017	July 2017	November 2017	February 2018	Development day September 2017
	Steve Harford (Chair)	✓	✓	✓	✓
Mutale Merrill	✓	✓	✓	✓	✓
Steve Milsom	✓	✓	✓	✓	✓
Phil Davy*	✓	✓	✓	✓	✓

*New member from 1 April 2017

Good practice requires me to regularly review and rotate the cumulative diversity, skills, knowledge and experience of my Committee members. Steve Harford succeeded Ian Summers as Chair of the Committee from

1 April 2017. Steve Harford and Steve Milsom joined during 2016-17, on a four-year term, whilst Mutale Merrill joined as a new member again on a four-year term during 2014-15. 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 operates within a formal term of reference, based on best practice guidance issued by the Treasury, which is kept under review. The minutes of the Committee meetings are published on my website to ensure greater transparency to my governance arrangements.

The Chair of the Committee attends annual meetings with Chairs from other Audit and Risk Assurance Committees to share learning and good practice.

Biennially, the Commissioner's internal auditor (Deloitte) is asked by the Committee to undertake an independent review of their effectiveness using the NAO Checklist of Audit Committee Effectiveness. This review involves discussions with the Commissioner and Committee members.

The review took place during February 2018 and found that generally there was good compliance with the checklist accepting that some areas were not applicable to the specific circumstances of this committee.

The only areas for improvement identified were:

- 1) Spend a little more time on key risks as opposed to operational matters;
- 2) Keep under review the balance between critical friend and scrutiny; and
- 3) To beware of going into too much detail in some areas which is linked to point one on remaining focussed on strategic risk.

Therefore, for 2017-18, the Committee has again concluded that it continues to operate effectively evidenced by good compliance with the NAO Checklist of Audit Committee Effectiveness. The Committee's annual report is published on my website.

It is my view that the Committee operates effectively and adds wider value to the systems of internal control and my wider objectives.

In addition to annually reviewing their own performance, the Audit and Risk Assurance Committee publish a formal statement annually on the extent to which they are satisfied with my overall levels of corporate governance, risk and financial management and internal controls. For 2017-18, the Committee considers that, based on the findings of the auditors and its own observations, it can provide me with assurance that the arrangements in place are appropriate and that I have been operating effectively.

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

Internal audit

My internal audit service is provided by Deloitte. In 2017-18, they reviewed:

- Financial systems
- Payroll and Civil Service Pension Arrangements
- Corporate governance and risk management
- Audit and Risk Assurance Committee effectiveness
- Casework

The following table summarises the level of assurance and recommendations from each review:

Area	Assurance	Recommendations: Priority			Action Points
		High	Medium	Low	
Finance Systems:					
• Budgetary control	Substantial	0	0	1*	-
• Purchasing & Payments	Substantial	0	0	2	-
• Travel & Subsistence	Substantial	0	0	1	-
• Payroll	Substantial	0	0	0*	-
• Pensions	Substantial	0	0	0	-
Corporate governance/ Risk management	Substantial	0	0	0	-
ARAC Effectiveness	N/A	-	-	-	-
Casework	N/A	-	-	-	1
Total		0	0	4*	1

*One low priority recommendation has been raised in relation to policies and procedures for Payroll and Budgetary Control.

The Annual Report concluded that "...the Commissioner has a basically sound system of internal control, which should provide **substantial assurance** regarding the achievement of the Commissioner's objectives".

In addition to reviewing core financial and governance arrangements, I have asked my internal auditors, over the audit cycle of 2014-18, to undertake advisory reviews of:

- Casework
- Communication and engagement work
- Influencing policy and practice
- Project planning
- The Ageing Well in Wales programme
- The development of a balance scorecard
- The way in which my organisational restructure was undertaken
- The efficiency of my office in relation to how I offer value for money to the public purse

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, to identify relevant good practice in what I am doing, as well as good practice from elsewhere, and to evaluate whether I am making the most effective use of the resources made available to me.

Strategic Management Team

As disclosed in the Director's Report, I worked with a Strategic Management Team (SMT) during 2017-18, 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 and corporate leadership to the organisation, to enhance collegiate and collaborative working, to ensure a holistic approach to risk management and performance monitoring and identify any 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 financial, human and other resources to achieve those aims and objectives

- the assessment and management of risk and opportunities
- 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

I have set the organisation, through my Framework for Action, a challenging agenda.

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 and Risk Assurance 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, among key stakeholders.

Risk is inherent within this overall risk and two standing key risks have been identified. These are:

- 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.

- Key stakeholders fail to support/work with the Commissioner and voice 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 not relevant.
 - The Commissioner does not have effective political links and influence.
 - Expectations from stakeholders are not attainable.
 - Staff do not have the skills, knowledge and competencies required to undertake their roles effectively.
 - The Commissioner is not perceived as independent.

An additional time specific risk has also been identified as a result of the Commissioner's term of office ending on 5 June 2018:

- A lack of stability and disruption to business continuity during the transition to a new Commissioner.
 - The Welsh Government does not appoint the new Commissioner before the end of March 2018.
 - Members of staff leave the organisation due to a feeling of uncertainty.
 - Older people publicly question the process of appointment of the new Commissioner.

These risks are integrated within the Corporate Risk Register and are formally discussed at the quarterly 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 the Commissioner.
- Monthly discussion between Directors and their teams.
- Monthly discussion between the Commissioner and Directors about potential risk and its impact and closeness. This directly links to the key triggers identified in the Corporate Risk Register.
- 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 source, is formally considered monthly by the Commissioner for escalation to the Corporate Risk Register. The Audit and Risk Assurance Committee are advised in real time of any escalation of risk to the Corporate Risk Register.

Raising Concerns

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 a Raising Concerns Policy. Any issues raised relating to the role of the Commissioner are referred to the Chair of the Audit and Risk Assurance Committee.

In November 2016, 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. 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 as I can only investigate disclosures that fall within the scope of my statutory functions and within the parameters of my statutory powers.

During 2017-18, no concerns were raised to me under my internal Raising Concerns policy nor as a result of me being a 'prescribed person' (2016-17: 0, 0).

During 2017-18, I received one formal complaint under the Complaints Policy (2016-17: 0). During the year, I also reported to my Audit and Risk Assurance Committee no informal complaints (2016-17: 3).

Information

During 2017-18, I received three requests for information under the Freedom of Information Act 2000 (2016-17: 2 requests). All requests were complied with within the prescribed timescales. I received no requests under the Data Protection Act 1998 (2016-17: 0).

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 2017-

18, there were no data breaches of data security (2016-17: 0) that were required to be reported to the Information Commissioner.

As a result of new General Data Protection Regulations coming into force on 25 May 2018, Blake Morgan have reviewed my contracts and policies for compliance with the Regulations. All relevant policies and procedures have been updated to ensure compliance with the Regulations and a training session has been delivered to all staff to raise awareness.

I.T

During 2017-18, my I.T systems have been independently verified and I have been assured that they comply with the Cyber Essentials Plus Scheme, which is a government-backed cyber security certification scheme that sets out a good baseline of cyber security. The scheme addresses five key controls that, when implemented correctly, can prevent around 80% of cyber-attacks.

Registers

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](#)

Review of effectiveness

As Accounting Officer, I review the effectiveness of my governance framework. This is informed by the work of internal audit, my 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.

During the year ended 31 March 2018, internal audit raised four minor recommendations regarding my governance and finance systems, none of which undermined me being given a substantial rating. These recommendations have been identified in the section on internal audit. 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 2017-18.

The above governance framework has been in place for the year ended 31 March 2018 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
6 June 2012 - 5 June 2018

Kelly Davies¹
Deputy Older People's Commissioner for Wales
24 July 2018

¹As Sarah Rochira's term of office as Commissioner ended on 5 June 2018, Kelly Davies is signing the Annual Report and Financial Statements in her role as Deputy Commissioner and Accounting Officer, in accordance with OPC(W) Act 2006.

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 2.25% for 2017-18 and 2018-19 was confirmed by the Welsh Government and paid in December 2017.

I set the salaries of directly employed staff. A pay audit was conducted in 2017-18 which assessed employees' contribution to my strategic objectives and benchmarked roles of the same band against each other to ensure fairness and equality within my organisational structure. As a result of this evaluation one job was re-banded.

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 2017-18 (1% was awarded in 2016-17).

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.

Name and title	Salary	Salary	Pension	Pension	Total	Total
	2017-18 £000	2016-17 £000	Benefits (1) 2017-18 £000	Benefits (1) 2016-17 £000	2017-18 £000	2016-17 £000
Sarah Rochira Commissioner	95-100	95-100	38	38	130-135	130-135
Kelly Davies Director of Corporate Affairs, Deputy Commissioner	60-65	55-60	25	23	85-90	80-85
Daisy Cole Director of Wellbeing and Empowerment	60-65	60-65	25	24	85-90	85-90

(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.

Pension entitlements

(This section is subject to audit)

	Accrued pension at pension age as at 31/3/18 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/18	CETV at 31/3/17	Real increase in CETV
	£000	£000	£000	£000	£000
Sarah Rochira Commissioner Term of office commenced 6/6/12	10-15	0-2.5	166	133	20
Kelly Davies Director of Corporate Affairs, Deputy Commissioner	5-10	0-2.5	67	53	8
Daisy Cole Director of Wellbeing and Empowerment	5-10	0-2.5	76	58	11

Pension benefits are provided through the Civil Service pension arrangements. From 1 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: three 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 4.6% and 8.05% of pensionable earnings for members of classic, premium, classic plus, nuvos and 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 their 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.

	2017-18 Salary £	2016-17 Salary £
Band of highest paid director (Commissioner)	95,000 – 100,000	90,000 - 95,000
Median Total Remuneration	32,900	32,550
Ratio	2.96	2.91

The banded remuneration of the highest-paid Director (the Commissioner) was £95-100k in 2017-18 (2016-17: £90-95k). This was 2.96 times (2016-17: 2.91) the median remuneration of the workforce, which was £32,900 (2016-17: £32,550). The change is equivalent to the 1% cost of living award that was paid to staff during 2017-18.

In 2017-18, no employee (2016-17: nil) received remuneration in excess of the role of Commissioner. Remuneration ranged from £21,300 to £96,857 (2016-17: £18,150 to £94,726).

Staff Report
(This section is subject to audit)

Staff costs comprise:

	2017/18		2016/17
	£ 000	£ 000	£ 000
	Permanently Employed	Contingent Labour	Total Staff costs
Salaries	702	122	824
Social Security costs	56	13	69
Other Pension Costs	151	25	176
Sub Total	909	160	1,069
Agency costs	0	7	7
Total net costs	909	167	1,076

Included within staff costs is £8,763 (2016-17: £9,622) which relates to the remuneration of four Audit and Risk Assurance Committee Members.

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 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 2017-18, employers' contributions of £176k were payable to the PCSPS (2016-17: £155k) at one of four rates in the range 20.0% to 24.5% of pensionable earnings, based on salary bands.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2018

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 2017-18 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:

	2017/18	2016/17
Permanent Staff	16.54	14.90
Temporary/Casual Staff	0.37	0.11
Fixed Term Appointments	4.59	4.40
Total	21.50	19.40

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

	2017/18	2016/17
Permanent Staff	16.54	15.53
Temporary/Casual Staff	0.21	0
Fixed Term Appointments	4.54	2.79
Total	21.29	18.32

In the tables above, staff employed are reported as whole time equivalent numbers.

The staff composition of my office by gender at the end of each financial year was as follows:
 (This section is not subject to audit)

Staff by gender 2017-18



	Headcount	Percent	
	17	70.8%	Female
	7	29.2%	Male
	24	100%	Total

Staff by gender 2016-17



	Headcount	Percent	
	16	72.7%	Female
	6	27.3%	Male
	22	100%	Total

Senior Management by Gender 2017-18



	Headcount	Percent	
	3	100%	Female
	0	0%	Male
	3	100%	Total

Senior Management by Gender 2017-18

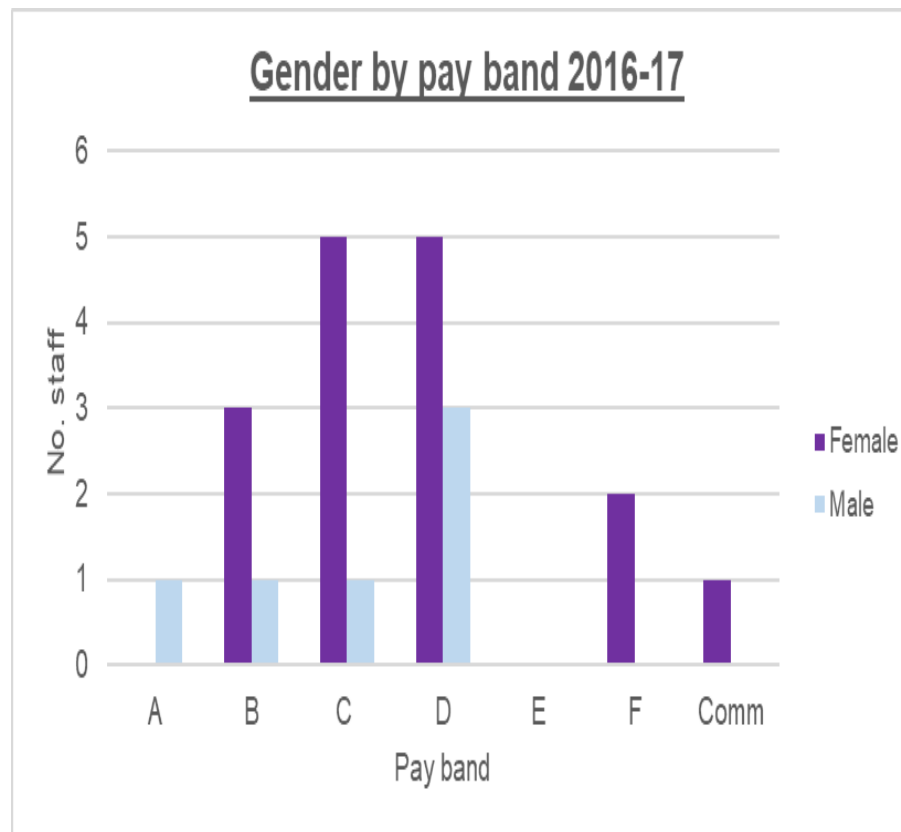
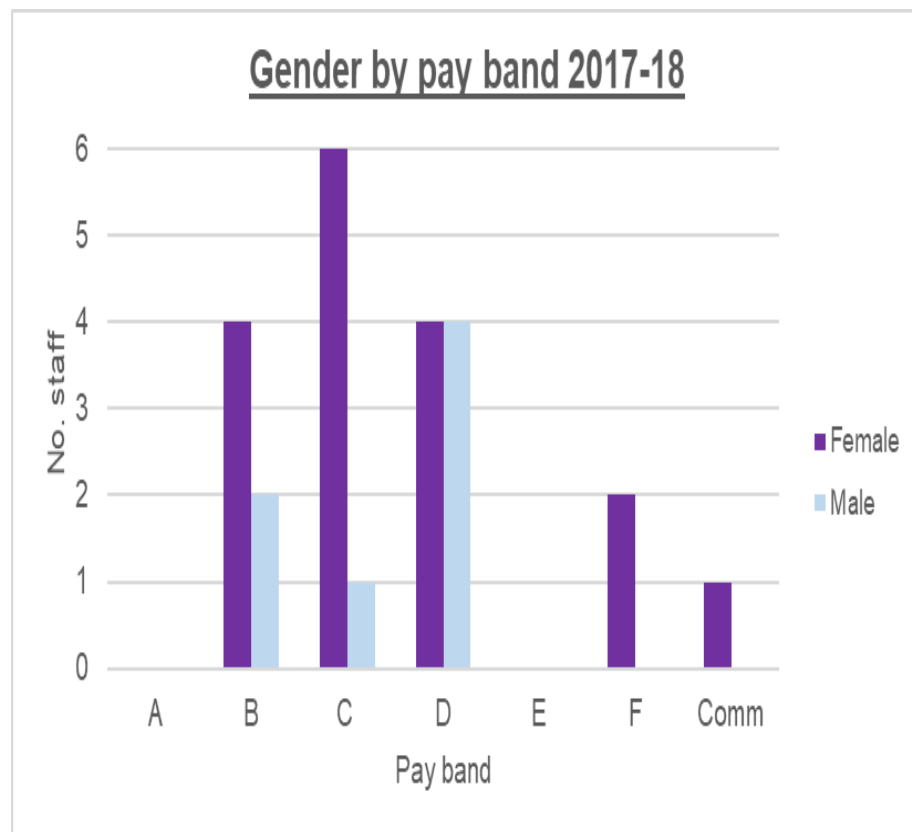


	Headcount	Percent	
	3	100%	Female
	0	0%	Male
	3	100%	Total

In the images above, gender breakdown is reported as actual numbers, the images show that there has ben little movement in the staff composition between 2016-17 and 2017-18.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2018

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



The most noticeable variation in the gender by pay band information is the increase in 2017-18 in the number of males at pay band D. My office is atypical in that all members of my Strategic Management Team are female. Due to the low staff numbers within the organisation, if my Strategic Management Team were to be male rather than female then the gender pay gap profile of the organisation would demonstrate a more typical pattern with more males represented at Band D or higher².

² Guiborg, C (2018) 'Gender pay Gap: six things we've learnt', The BBC, 7 April [Online] Available at www.bbc.co.uk/news/business-43668187

Sickness absence

The average sickness absence rate per member of staff was 12.67 days (9.95 days in 2016-17); 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 four weeks, are removed from the average sickness absence rates then the rate becomes 5.62 days (4.35 days in 2016-17) which is slightly higher than 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 provide opportunities for flexible working patterns.

Equal Opportunities and diversity

My staff and I are committed to and fully supportive of the Equality Act and strive to embrace the Act in everything that the organisation does. 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 my 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

Following reassessment in February 2015, the organisation retained the Gold Small Workplace Health Award. The award is valid for three years and is due to be reassessed in May 2018. The Gold Small Workplace Health Award contributes to my recognition as being an exemplar employer and further enables staff to maximise their performance. In their 2015 report, the assessors commented 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.”

I have continued to ensure that a comprehensive health and wellbeing programme is delivered throughout the year for all staff, providing monthly information on different health and wellbeing topics as well as dedicating team meetings to this topic.

During the year, all employees were able to attend a team meeting training session about the following topics:

- Substance Misuse
- Dementia
- Effectively safeguarding adults
- General Data Protection Regulations
- The importance and history of the Welsh language
- Mental health and well-being
- Speech and language for people living with dementia
- Chiropractic care
- Sustainable travel
- Mindfulness

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

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.

The organisation continues to be an accredited Living Wage Employer. This accreditation means that every member of staff in the organisation earns at least the Living Wage. The Living Wage is based on the cost of living in the UK.

There has never been an instance whereby I have been required to negotiate with a trade union on behalf of staff nor have I been notified that any employees are currently members of a trade union.

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 - there have not been any new staff policies introduced during 2017-18.

All other employee policies are reviewed annually or bi-ennially, 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.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2018

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 2017-18 nor 2016-17.

Consultancy Expenditure

There was no expenditure on consultancy during 2017-18, nor 2016-17.

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

There were no compensation payments made in 2017-18

Sarah Rochira
Older People's Commissioner for Wales
6 June 2012 – 5 June 2018

Kelly Davies
Deputy Older People's Commissioner for Wales
24 July 2018

2.3 The Certificate and independent auditor's report of the Auditor General for Wales to the National Assembly for Wales

Report on the audit of the financial statements

Opinion

I certify that I have audited the financial statements of the Older People's Commissioner for Wales for the year ended 31 March 2018 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, including a summary of significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and HM Treasury's Financial Reporting Manual based on International Financial Reporting Standards (IFRSs) as adopted by the European Union.

In my opinion the financial statements:

- give a true and fair view of the state of the Older People's Commissioner for Wales affairs as at 31 March 2018 and of its 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The Older People's Commissioner for Wales is responsible for the other information in the annual report and accounts. The other information comprises the information included in the annual report other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information 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 report.

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.

Report on other requirements

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.

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

- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and the Governance Statement has been prepared in accordance with Welsh Ministers' guidance;
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and the Annual Report has been prepared in accordance with Welsh Ministers' guidance.

Matters on which I report by exception

In the light of the knowledge and understanding of the body and its environment obtained in the course of the audit, I have not identified material misstatements in Annual Report or the Governance Statement.

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

- proper accounting records have not been kept;
- 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.

Responsibilities

Responsibilities of the Older People's Commissioner for Wales for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Older People's Commissioner for Wales 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, for being satisfied that they give a true and fair view and for such internal control as the Older People's Commissioner for Wales determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Older People's Commissioner for Wales is responsible for assessing the body's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Responsibilities for regularity

The Older People's Commissioner for Wales is responsible for ensuring the regularity of financial transactions.

I am required to obtain sufficient evidence to give reasonable assurance that the expenditure and income have been applied to the purposes

Older People's Commissioner for Wales: Accounts for the period ended
31 March 2018

intended by the National Assembly for Wales and the financial
transactions conform to the authorities which govern them.

Anthony J Barrett
For and on behalf of the Auditor General for Wales

24 Cathedral Rd
Cardiff
CF11 9LJ

30 July 2018

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 2018

	Note	2017/18 £ 000	2016/17 £ 000
Expenditure			
Staff costs	2	1,076	981
Depreciation / Amortisation	3	16	12
Other Operating Expenditure	3	554	407
Total Operating Expenditure		<u>1,646</u>	<u>1,400</u>
Income			
Other income	4	0	13
Comprehensive Net Expenditure for the year		<u>1,646</u>	<u>1,387</u>

There are no recognised gains or losses in either 2016-17 or 2017-18.

Statement of Financial Position

As at 31 March 2018

	Note	£ 000	31 March 2018 £ 000	£ 000	31 March 2017 £ 000
Non- current assets:					
Leasehold improvements	5	6		0	
Office equipment / ICT	5	13		27	
Intangible assets	6	14		10	
Total non-current assets			33		37
Current Assets:					
Trade and other receivables	8	56		62	
Cash and cash equivalents	9	299		354	
Total current assets			355		416
Total assets			388		453
Current liabilities:					
Trade and other payables	10	98		72	
Total current liabilities			98		72
Non-current assets plus/less net current assets/liabilities			290		381
Non-current liabilities					
Provisions	12	78		78	
Deferred creditor	11	5		3	
Total non-current liabilities			83		81
Total assets less total liabilities			207		300
Taxpayers' equity					
General reserves			207		300
			207		300

Kelly Davies¹
Deputy Commissioner and Accounting Officer
24 July 2018

¹As Sarah Rochira's term of office as Commissioner ended on 5 June 2018, Kelly Davies is signing the Annual Report and Financial Statements in her role as Deputy Commissioner and Accounting Officer, in accordance with OPC(W) Act 2006.

Statement of Cash Flows

For the year ended 31 March 2018

		1 April 2017 - 31 March 2018	1 April 2016 - 31 March 2017
	Note	£ 000	£ 000
Cash flows from operating activities			
Net expenditure		(1,646)	(1,387)
Adjustments for non-cash transactions	3	16	12
(Increase)/decrease in trade and other receivables	8	6	20
Increase/(decrease) in trade and other payables	10	26	(99)
Loss on Disposal of Equipment	3	0	0
Increase in Provisions	12	0	0
Increase/(decrease) in Deferred creditor	11	2	3
Net cash outflow from operating activities		(1,596)	(1,451)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(4)	(13)
Purchase of intangible assets	6	(8)	(10)
Net cash outflow from investing activities		(12)	(23)
Cash flows from financing activities			
Funding from Welsh Government		1,553	1,583
Net financing		1,553	1,583
Net increase/(decrease) in cash equivalents in the period		(55)	109
Cash and cash equivalents at the beginning of the period	9	354	245
Cash and cash equivalents at the end of the period	9	299	354

Statement of Changes in Taxpayer's Equity

For the year ended 31 March 2018

	General Reserve	
	1 April 2017- 31 March 2018	1 April 2016- 31 March 2017
	£ 000	£ 000
Balance as at 1 April	300	104
Net expenditure	(1,646)	(1,387)
Total recognised income and expense	(1,346)	(1,283)
Funding from Welsh Government	1,553	1,583
Balance as at 31 March	207	300

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2017-18 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. The Commissioner has not re-valued any assets as any revaluation adjustments, were not, in the Commissioner's opinion material.

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

The minimum level for capitalisation of an intangible non-current asset is £1,000 inclusive of irrecoverable VAT. 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 four 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 funding allocation.

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 that 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.

1.12 Employee benefits

Wages, salaries, and national insurance contributions for current employees are recognised in the Statement of Comprehensive Net Expenditure as the employees' services are rendered. The Commissioner accounts for paid annual leave as a liability where the compensation for absence is due to be settled within twelve months after the end of the period in which the employees render the service.

2. Staff numbers and related costs

	2017/18			2016/17
	£ 000	£ 000	£ 000	£ 000
	Permanently Employed	Contingent Labour	Total Staff costs	Total Staff costs
Salaries	702	122	824	748
Social Security costs	56	13	69	68
Other Pension Costs	151	25	176	154
Sub Total	909	160	1,069	970
Agency costs	0	7	7	11
Total net costs	909	167	1,076	981

The Commissioner employed 21.50 whole time equivalent staff during 2017-18 (19.40 in 2016-17).

Additional information on staff numbers and related costs are included within the Remuneration and Staff Report on page 60.

3. Other Expenditure

Other expenditure consists of:

	Note	2017/18 £000	2016/17 £000
Rentals under operating leases		71	66
Other accommodation costs		71	75
Information & communications technology		16	7
Professional fees		72	41
Training & development		13	9
Travel & subsistence		14	20
Audit fees – Internal Audit		11	10
Audit fees – External Audit		14	14
Specific Programmes		179	78
Other administrative expenses		93	87
		554	407
Non-cash items:			
Depreciation		12	10
Amortisation		4	2
Total		570	419

Specific Programmes

During 2017/18, 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	2017/18 £000	2016/17 £000
Embedding the wellbeing of older people at the heart of public services.	46	29
Driving up the quality of and availability and access to health and social care.	41	15
Protecting and improving community services, facilities and infrastructure.	20	15
Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected.	62	5
Tackling prejudice, inequality and discrimination.	10	14
Total	179	78

4. Other Income

	2017/18 £000	2016/17 £000
Other income from operating activities	0	13
Total	0	13

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 2017	57	272	37	366
Additions	0	4	0	4
Disposals	(6)	0	0	(6)
Reclassifications	(3)	3	0	0
At 31 March 2018	48	279	37	364
Depreciation				
At 1 April 2017	35	272	32	339
Charged in the year	9	1	2	12
Disposals	(6)	0	0	(6)
Reclassifications	0	0	0	0
At 31 March 2018	38	273	34	345

Net book value at 31 March 2018	10	6	3	19
Net book value at 31 March 2017	22	0	5	27

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 2017	46	68	114
Additions	0	8	8
Disposals	0	0	0
At 31 March 2018	46	76	122
Amortisation			
At 1 April 2017	46	58	104
Charged in the year	0	4	4
Disposals	0	0	0
At 31 March 2018	46	62	108

Net book value at 31 March 2018	0	14	14
Net book value at 31 March 2017	0	10	10

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

	2017/18	2016/17
	£000	£000
Amounts falling due within one year:		
Trade receivables	0	0
Prepayments and accrued income	56	62
	56	62

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

9. Cash and cash equivalents

	2017/18	2016/17
	£000	£000
Balance at 1 April	354	245
Net change in cash and cash equivalent balances	(55)	109
Balance at 31 March	299	354
The following balances at 31 March were held at:		
Government Banking Service	246	205
Commercial banks and cash in hand	53	149
Balance at 31 March	299	354

10. Trade payables and other current liabilities

	2017/18 £000	2016/17 £000
Amounts falling due within one year		
Trade payables	17	4
Accruals and deferred income	81	68
	98	72

11. Deferred creditor

	2017/18 £000	2016/17 £000
At 1 April	3	0
Accrued expenditure during the year	2	3
Released to Statement of Comprehensive Net Expenditure Account during year	0	0
Balance at 31 March	5	3

The Commissioner holds a five 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 three. 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 three of the lease.

12. Provision for Liabilities and Charges

	2017/18 £000	2016/17 £000
Balance at 1 April	78	78
Provided in year	0	0
Provision utilised in year	0	0
Balance at 31 March	78	78

A provision is made for redecorating / dilapidations of the office 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.

	2017/18 £000	2016/17 £000
Obligations under operating leases comprise:		
Land and buildings:		
Expiry within one year	67	63
Expiry after one year but not more than five years*	163	230
Later than five years	0	0
	230	293

*The Commissioner has agreed a lease term for a period of five years from 5 August 2018. The rent payable was set for the initial three years of the term with years four and five 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.

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2018

(b) Finance leases and PFI contracts

There are no obligations under finance leases or PFI contracts (2016-17: nil). The Commissioner has not entered into non-cancellable contracts which are leases or PFI contracts (2016-17: nil).

14. Capital commitments

	2017/18	2016/17
	£000	£000
Contracted capital commitments at 31 March not otherwise included in these accounts.	0	10

The Commissioner had a Capital Commitment at 31 March 2017 relating to the upgrade of a server and IT network; the work was 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 (2016-17: nil).

16. Related-party transactions

In 2017-18, the Commissioner received funding of £1.553M from the Welsh Government (2016-17: £1.583M) which included a non-recurrent allocation of £10k for the Ageing Well in Wales Programme. The Welsh Government is regarded as a related party.

During 2017-18, 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 office 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 24 July 2018 by Kelly Davies