



Older People's Commissioner for Wales
Comisiynydd Pobl Hŷn Cymru

Older People's Commissioner for Wales Financial Plan

2017-18

Contents

1. My role as Commissioner	3
2. What has the Commissioner achieved so far?.....	4
3. What difference does the Commissioner aim to make?	7
4. Using the resources wisely	11
6. Identification and management of risks	16
7. Conclusion.....	21
Appendix A Annual Estimate 2017-18.....	22
Appendix B Financial Plan 2017-20	26
Appendix C Allocation of 2016-17 funding	27

1. My role as Commissioner

- 1.1. The Older People's Commissioner for Wales is an independent voice and champion for older people in Wales, standing up and speaking out on their behalf.
- 1.2. As Commissioner, I am the Accounting Officer and I am required to submit an annual budget (the Estimate) to Welsh Ministers under paragraph 9(2) of Schedule 1 to the Commissioner for Older People (Wales) Act 2006 (the Act). It sets out the estimated expenditure on a resource basis and the net cash financing that will be needed from the Welsh Government for me to discharge the statutory functions of Commissioner.
- 1.3. The Commissioner's functions are laid down in the Act. It enables me to:
 - Promote awareness of the rights and interests of older people in Wales.
 - Challenge discriminations against older people in Wales.
 - Encourage best practice in the treatment of older people in Wales.
 - Review the law affecting the interests of older people in Wales.
- 1.4. My work is driven by what older people, and those who care for and support them, say matters to them. On-going, direct engagement with older people and with those who represent and support them, ensures that my work reflects the issues that matter most and has an impact upon the lives of those aged 60 or over in Wales. I also undertake specific research that gives voice directly to older people so that their experiences are at the heart of my priorities as Commissioner and the decision making of others.
- 1.5. I do all of this to ensure that older people's voices are heard and that the issues that matter to them are addressed. My aim is to secure positive, beneficial and meaningful change for older people throughout Wales.

2. What has the Commissioner achieved so far?

2.1. My Impact and Reach Report for 2015-16 'Driving Change, Improving Lives' was published and presented to older people during the week commencing 6 June 2016.

2.2. This report details the work that was undertaken during 2015-16. In delivering against my Framework for Action I:

- met with 218 groups throughout Wales, travelling over 20,000 miles to reach out to more than 5,600 older people;
- published 'Dementia: more than just memory loss' report and recommendations for dementia service providers;
- continued to chair and host the Ageing Well in Wales Programme, which was established by my office and launched by the Minister for Health and Social Services, Mark Drakeford AM
- ran seminars for Care Homes providers whereby I emphasised good practice that was highlighted in my Review report and the practical ways in which Care Home providers could improve the lives of residents;
- launched my 'Say No To Ageism' campaign making clear the impact of ageism upon older people as well as highlighting the significant contribution that older people make to communities across Wales and to the economy every year;
- ran a training course aimed at professionals responsible for the design and delivery of services, enabling them to identify the ways in which unconscious prejudices can affect the design and delivery of public services and the importance of adopting a rights based approach to service delivery;

- developed a toolkit for older people that empowers them to challenge ageism in its various forms. It provides practical information and advice about how to recognise ageism and sets out clearly the ways in which older people can challenge unfair treatments and discrimination;
- grew knowledge and thinking about the scale and impact of domestic abuse faced by older people by delivering a series of seminars to front line professionals across Wales; and
- responded to contacts made by 413 older people, their families and carers, helping them by providing individual support or advice; often when no-one else could help.

2.3. I have also worked in partnership with other public service bodies, as well as national and local government, to grow Wales' understanding of the issues that matter to older people and the changes that are required.

2.4. In order to promote good practice across the key sectors that work with and for older people, I have supported a number of organisations by sponsoring awards that recognise the invaluable contribution made by outstanding individuals. During 2015-16, I was pleased to sponsor the following awards:

- Royal College of Nursing in Wales Nurse of the Year Awards – Older People's Commissioner for Wales Award
- Wales Care Awards (in association with Care Forum Wales) – Dignity in Care Award.

2.5. I have provided information, advice and useful resources to older people and those who care for and support them at a wide range of national and regional conferences and community events across Wales.

2.6. I have responded to a number of consultations to ensure that the issues that matter to older people are reflected across the breadth of Welsh Government portfolios, policies, strategies and legislation.

2.7. More detail can be found in my Impact and Reach Report 'Driving Change, Improving Lives; copies are available on my website

[http://www.olderpeoplewales.com/Libraries/Uploads/Impact and Reach Report 2015-16.sflb.ashx](http://www.olderpeoplewales.com/Libraries/Uploads/Impact_and_Reach_Report_2015-16.sflb.ashx)

3. What difference does the Commissioner aim to make?

3.1. My Framework for Action 2013-2017 clearly outlines my priorities, the changes I expect to see in Wales and how I will drive forward improvements in older people's lives, helping make Wales a good place to grow older, not just for some, but for everyone.

3.2. The five priority areas identified by older people are highlighted below:

Priority One	Embedding the wellbeing of older people at the heart of public service
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

3.3. In 2015-16, I illustrated how I am able to track my expenditure against these priority areas. An illustration for 2016-17 is included in Appendix C. Whilst this can never be an exact science, I believe it provides a more meaningful picture of how I spend the funding made available to me than through standard subjective budget code headings.

3.4. Whilst my full Work Programme for 2017-18 has not yet been finalised, below is a summary of confirmed work planned for the next financial year:

Care Home Review Follow-Up work - Following the publication of my Care Home Review Report - A Place to Call Home - I issued requirements for action to a range of public bodies, which set out

what they needed to deliver to improve the quality of life of older people living in care homes in Wales.

In order to ensure that these bodies have delivered the change required, I will be undertaking an extensive programme of follow-up work that will include visits to care homes across Wales and evidence gathering sessions with stakeholders. A report that details my findings will be published in November 2017.

Research into Advocacy Provision in Wales – I will undertake qualitative research into older people’s experiences of accessing and using Independent Professional Advocacy services in Wales, gathering evidence from older people themselves and other key stakeholders.

Alongside publishing a report based on my findings, I also plan to issue formal guidance to Local Authorities and Health Boards that will support improvements in the delivery of advocacy services.

Ageing Well in Wales – Phase Two of the Ageing Well in Wales Programme will continue throughout 2017-18, with national partners - including the Welsh Government, Local Authorities, the voluntary sector and Police and Crime Commissioners – delivering on a range of commitments to deliver change and improvements under the five key Ageing Well themes (Age-friendly communities, dementia supportive communities, falls prevention, loneliness and isolation, opportunities for learning and employment).

Work will also continue to further develop Ageing Well local networks and support local groups and individuals to take action for themselves to promote inclusion and independence, as well as maintain their own resilience, through both direct support and the further development of specialist advice and resources that can be easily accessed and used by individuals. This will include the further development of a network of local Ageing Well in Wales champions, older people themselves, who can further cascade out local action.

Influencing Policy, Legislation and Practice - In order to ensure that the voices of and experiences of older people are fully considered when policies are being developed and delivered, I will continue to undertake detailed scrutiny of a wide range of policy, legislation and practice, with a particular focus on protecting and

promoting older people's rights and strengthening the law to ensure they have equality and parity with other age groups.

This work will allow me to influence the decisions made by Welsh Cabinet Secretaries and Ministers, Welsh Government Officials and Assembly members to ensure that policy and practice reflects older people's needs and delivers positive outcomes.

Scrutiny of Health Board Annual Quality Statements – I will undertake further scrutiny of the Annual Quality Statements published annually by Health Boards to ensure continued openness and transparency about their services and that older people and their families can easily access meaningful information about the quality and safety of services in their area.

Following this scrutiny, feedback will be provided to Health Boards to support ongoing and continuing improvements to their Annual Quality Statements

Casework support for older people – I will continue to provide direct assistance to older people and their families across Wales, in line with my legal powers under the Commissioner for Older People (Wales) Act 2006, intervening in cases where support is required to challenge the decision making and practice of public bodies.

Engagement with older people – My team and I will continue to travel the length and breadth of Wales to engage with a diverse range of older people and ensure that their voices continue to guide and shape my work. This engagement will also ensure that older people know about my role, work and priorities, and the ways in which I can provide direct support through my casework team.

In addition, I will continue to engage with older people through a wide range of more formal older people's groups and organisations.

3.5. The structure of the Framework for Action lays out the context of each priority area, the changes I expect to see for older people, evidence of that change that I will look for, as well as the part I will play, as Commissioner, in achieving that change. More detail is available within the Framework for Action which is available on my website

http://www.olderpeoplewales.com/Libraries/Uploads/Framework_for_Action.sflb.ashx

4. Using the resources wisely

- 4.1. This budget, submitted to Welsh Ministers under paragraph 9(2) of Schedule 1 to the Act, sets out the resources required to discharge my statutory functions and the associated net cash financing that is estimated will be needed from the Welsh Government.
- 4.2. The Estimate for 2017-18 is included within Appendix A. An indicative resource requirement for future years has also been highlighted to facilitate the Welsh Government budgetary planning process - this is included in Appendix B.
- 4.3. I lead a management team of two Directors and 17 other staff. My work is predominantly delivered by these staff. Occasionally I will contract with external providers who have the relevant skills and expertise required; this is usually to undertake research in a specific area.
- 4.4. Further information on the resources expended by my office is available in the Annual Accounts which are published on my website www.olderpeoplewales.com

Scrutiny

- 4.5. Taxpayers, and in particular older people in Wales, must have confidence that the resources made available to me are used in the best way (economically, efficiently and effectively). I want to demonstrate the effectiveness of my organisation and the impact made from the money I receive. I set out how I achieve this in my annual Impact and Reach Report.
- 4.6. I am funded by, but am operationally independent of, Welsh Ministers and am accountable to the National Assembly for Wales for the use of resources made available to me.
- 4.7. I have established an Audit and Risk Assurance Committee to support me as Accounting Officer in monitoring and reviewing financial management, corporate governance, risk management and internal control systems. The Committee meets quarterly with me, my Directors and internal and external auditors; it consists of four members.

- 4.8. Each year I am required to formally present an Annual Report of my activities to the First Minister for Wales. My work is also subject to scrutiny by the Wales Audit Office (WAO) and National Assembly Committees and has to date been considered as part of plenary debate in the Senedd. There have been no significant issues raised.
- 4.9. My Annual Accounts are audited by the WAO. Unqualified opinions have been given by the Auditor General for Wales in relation to all periods of account since establishment in 2008-09 through to 2015-16 and no significant concerns have been raised in the Annual Management Letters.
- 4.10. My internal auditors have never raised any significant issues, and any recommendations are acted upon.
- 4.11. My Audit and Risk Assurance Committee is satisfied with the performance of both internal and external audit.

Measuring performance and impact

- 4.12. I am working within a complex and changing operating environment. Most public services are facing a growth in demand for their services and increasing financial challenges; my organisation is not immune from those pressures.
- 4.13. I am able to demonstrate effectively what my work achieves for older people in Wales by ensuring that:
- my work continues to be driven by what older people, including those whose voices are not always heard, tell me matters most to them;
 - my work is relevant to ALL older people across Wales, inclusive of location, race, gender, language, disability, sexual orientation, religion or belief;
 - my work uses the skills, knowledge and experience of older people to both support other older people and to drive forward change;
 - I work in partnership with others across the public and third sectors to drive forward change in the lives of older people;
 - I am ambitious, bold, challenging and independent, but also strongly supportive of those who are working to improve the lives of older people in Wales.

4.14. Every year I will continue to publish an annual 'Impact and Reach' report, which will form the heart of my statutory Annual Report. This will be presented to older people at an annual meeting.

Responding to financial pressures

4.15. When the organisation was formed, a three year funding allocation was agreed by the Welsh Government of £5million with £1.8million allocated in 2010-11 indicating the net cash funding requirement for a fully operational organisation.

4.17. I have not been immune to the impact of austerity measures and my funding during 2016-17 has been reduced to £1.543million. Whilst I recognise the significant pressures that face the public sector, the severity of the reduction was not expected, and was not consistent with funding for the wider Health & Social Care arena.

4.16. The organisation has however successfully managed to make efficiencies, through a root and branch review of its structure and operating model, and continues to deliver impactful change.

4.17. I have taken action to ensure that the most efficient and effective controls are in place to manage financial expenditure. This includes, but is not limited to:

- **Restructuring of staff roles**

Following on from the preparation of the original estimate submission for 2016-17, it became apparent that I was required to look again at the most effective organisational structure required to deliver priorities for the years ahead and my allocation of resources across staff and non-staff budgets.

During 2015-16, I undertook an additional restructuring exercise; there were five explicit aims of my restructure:

1. Amalgamation of specific duties, whilst ensuring essential functions are retained.

2. Aligning the focus of my work to ensure that I can influence policy and good practice in Wales.
3. Retaining a degree of proportionality in my work across my five priorities and continuing to build upon my engagement with older people and my work in respect of Ageing Well in Wales, Equality and Human Rights and Advocacy.
4. Ensuring that good quality and efficient governance arrangements continue to be in place
5. Ensuring that pay and reward policies enable the recruitment and retention of staff with the skills, knowledge and experience required whilst reducing the upper thresholds of my upper pay bands.

- **Collaboration with other organisations**

I consult with key stakeholders and partners in other public sector and third sector organisations to avoid duplicating the work of others.

I have also identified opportunities to pool resources, people and money when appropriate and work together with partner organisations to deliver shared objectives. These include:

- the Ageing Well in Wales Programme partnership;
- working with Age Cymru on the national campaign to tackle scams and on the gathering of evidence from those affected by dementia; and
- working with the WAO in respect of the independence of older people in Wales.

I have encouraged my staff to work with those in other organisations to ensure that good practice is shared and opportunities for collaboration are maximised.

I also work closely with the Public Services Ombudsman for Wales, Children's Commissioner, Welsh Language Commissioner and Future Generations Commissioner. This collaborative approach was already underway but has gathered momentum following the recommendations of the Public Accounts Committee, published in March 2015. Examples would include joint procurement of internal audit

services and sharing of meeting rooms and hot-desking arrangements across all our sites in Wales.

I will also play my part as a publically funded body in considering the shared service options being considered by the wider public sector in Wales. Provided they provide me with the same standards of financial control I currently have in place and releases cash efficiencies that I can allocate to other priorities and do not jeopardise my operational effectiveness and independence, then I am supportive of a cohesive approach.

- **Reporting and monitoring of expenditure**

I ensure regular budget holder meetings take place to ensure the rigorous monitoring and review of budgets, expenditure and understanding and control of variances. I have in recent years made improvements to my financial systems to strengthen reporting and monitoring.

My internal auditors review the arrangements in the key area of budgetary control every year as part of their work programme to guard against complacency and ensure compliance.

- **Role of internal and external auditors**

I have assured my Audit and Risk Assurance Committee that any recommendations made in the reports of internal and external auditors will be actioned promptly to improve the financial control environment.

Internal Audit has consistently provided assurance that I have in place a sound system of internal control which should provide substantial assurance regarding the achievement of my priorities.

The WAO, my external auditors, have not highlighted any control weaknesses in the preparation of my Annual Accounts or in the way in which I make use of resources.

6. Identification and management of risks

Attitude to risk

- 6.1. Good financial planning requires a clear vision, set objectives, identification and assessment of risks and opportunities and determination of priorities. There are of course uncertainties involved in any budget and planning process, even for a single year and that increases as the period lengthens.
- 6.2. Risk management is integral to the operation of my organisation and is set out in the Governance Statement within my Annual Accounts. My governance framework includes three sources of assurance:
 - An Audit and Risk Assurance Committee
 - An internal audit provider
 - A Strategic Management Team
- 6.3. My risk management processes identify and manage risks which affect my work, look equally at the opportunities that might arise, and put in place controls and mitigating actions to help protect the organisation from the consequences of risk.
- 6.4. I have in place a sound basis for integrated risk management and internal control as part of good corporate governance
- 6.5. A positive approach to risk management means that I not only look at the risk of things going wrong, but the impact of not taking opportunities or not capitalising on corporate strengths. This enables me to:
 - promote an innovative, less risk averse culture in which the taking of calculated and managed risks in pursuit of opportunities to benefit my objectives is encouraged and managed;
 - maximise the performance of the organisation by informing and strengthening decision making and planning;
 - ensure a safe environment for staff to work in.

- 6.6. All staff within my office have some responsibility for risk management and internal controls in order to achieve their set individual objectives and hence my overall aims and priorities.
- 6.7. I recognise that there are inherent risks faced by the organisation which, if ignored, would seriously impact on my ability to meet my strategic priorities. These corporate risks have been discussed with my Directors, internal audit and the Audit and Risk Assurance Committee; this included consideration of reputational risk, political risk and financial risk and a summary is included in the Governance Statement of my Annual Accounts.
- 6.8. The risk policy has been updated and internal audit will be looking at risk as part of their internal audit programme.
- 6.9. This document however focuses mainly on my assessment of key financial risks and the action I am taking to manage those risks.

Financial risk assessment

- 6.10. The resources available to me are limited and in order to progress towards my objectives I, like other publically funded organisations, need to prioritise spending plans for 2017-18.
- 6.11. The significant financial risks for me to manage in 2017-18 and future years are set out below:

- **Perception of ineffectiveness**

It is vital that I am able to demonstrate and articulate the difference the role of Commissioner makes to the lives of older people. I aim to ensure that my work reflects what older people in Wales want. This may not always equate to what other people and organisations expect from me.

I am required to raise an awareness of the Commissioner's role. I will therefore continue to invest in my Engagement Roadshow and make available information about my role and my work e.g. publication of reports, attendance at key events, improvements to my website and use of social media.

My Impact and Reach report will act as the main source of information about the work that I do that aims to deliver

against the outcomes older people told me they wanted from their Commissioner and formed the basis of my Framework for Action.

- **Forward looking and lack of future indicative budget**

The Welsh Government has yet to publish its own budget for 2017-18 and future years. Historically I have worked to an indicative 3 year financial plan enabling me to build into my work programme a degree of forward planning and flexibility. The absence in the 2016-17 funding letter of indicative future funding now makes it very difficult to plan in a sustainable manner.

I have closely re-examined all of my non-pay budgets but, as I already proactively review these areas on an ongoing basis, I have been unable to realise significant savings. I have already made a number of changes over the last three years to the way that I utilise these budgets and, despite my ongoing review, have identified that further scope within this area is very limited. Notwithstanding this, I have worked and will continue to work with the Public Services Ombudsman for Wales, Children's Commissioner, Welsh Language Commissioner and Future Generations Commissioner to identify where further economies or efficiencies might be secured.

I am already committed to collaboration and the National Procurement Service (NPS) and, where appropriate, will continue to explore any avenues for achieving value for money in all aspects of carrying out my business.

I would welcome from the Welsh Government approval of a medium term funding envelope to allow me the opportunity and means to plan effectively from one year to another. I can also then ensure that activities linked to my statutory functions can be sustained from one year to the next, including the follow up of recommendations made and guidance issued in prior years.

- **Staff costs**

Staff costs make up the highest proportion of my expenditure and being able to retain and recruit quality

staff to deliver the priorities in the Framework for Action is vitally important.

Having undergone a significant restructuring in 2016 there is unlikely to be further efficiencies to be released from staff costs.

I am already unable to match pay awards being considered by other publically funded bodies without reducing my overall staff numbers and cost base. Whilst no decisions have yet been taken, I will need to consider all available options going forward.

- **Availability of cash balances for future years**

In 2016-17, I will be able to meet all my recurrent obligations from my annual cash allocation of £1.543M.

I have previously agreed with the Welsh Government that any unutilised cash balances at the end of 2016-17 will be carried forward to support activities in 2017-20. However, I consider that I now hold a minimum level of reserves that I can hold without undermining and compromising the principles of sound financial management which are required as part of my Accounting Officer duties, and my statutory duties as Commissioner.

6.12. I aim to manage these financial risks by:

- reporting on the impact of my work in an open and transparent way and engaging with stakeholders;
- reviewing my decision making and planning processes to identify further efficiencies; using internal audit and the Audit and Risk Assurance Committee to provide scrutiny about effectiveness; and
- exploring with other publically funded bodies and third sector organisations, where appropriate, any opportunities to work together to pool resources; people, places and funding.
- integrating further risk management and internal controls as part of good corporate governance;

promoting a culture of more innovative and less risk averse ways of working.

7. Conclusion

- 7.1. This Estimate has been prepared recognising the continued financial pressures that the public sector in Wales and the citizens of Wales are facing. I am seeking £1.543million net cash funding for 2017-18 and will continue to allocate prudently these resources to priorities identified by older people.
- 7.2. The achievements made by me and my staff in the last four years have been set against a very challenging operating environment where increasing demands have been placed on the resources available to me as Commissioner.
- 7.3. Nonetheless it is becoming more and more challenging to continue to operate as effectively as I would like in order to meet the needs of the most vulnerable older people.
- 7.4. In preparing the estimate for 2017-18 I have:
- i. looked at all non-staff cost budgets and am satisfied that there is little scope for further efficiencies to be made from these budget headings.

I am committed to using the National Procurement Service (NPS), where practicable, with the aim of achieving value for money in non-staff cost budgets.

- ii. budgeted for incremental pay increases for staff where these apply.

Staff costs make up the highest proportion of my expenditure and being able to retain and recruit quality staff to deliver the priorities in current and future the Framework for Action is vitally important.

My budget estimate has included for a pay award of 1%. I understand that this is less than that being considered by other publically funded bodies. It is my view that I will not be able to increase this percentage without reducing my overall staff numbers and cost base.

Appendix A Annual Estimate 2017-18

I am required to submit an annual Estimate to Welsh Ministers under paragraph 9(2) of Schedule 1 to the Commissioner for Older People (Wales) Act 2006. It sets out the resources required to discharge my statutory functions and the associated net cash financing that is estimated will be needed from the Welsh Government.

Welsh Ministers are required to then lay the Estimate, with or without modifications before the National Assembly for Wales in accordance with paragraph 9(3) of Schedule 1 to the Commissioner for Older People (Wales) Act.

The 2017-18 Estimate for the Older People's Commissioner is set out below:

Description	Estimate 2017-18 £000
Employment costs	1,045,841
Accommodation	148,229
Office expenses	35,575
IT expenses	72,281
Communications & Engagement	62,380
Other running costs	91,036
Programme	138,000
Contingency	15,000
Total Expenditure	1,608,342
Less:	
Use of cash balance b/f	47,966
Non cash movement	7,376
Non recurrent income*	10,000
Net cash requirement	1,543,000

*Agreed with Welsh Government and scrutinised by my Audit and Risk Assurance Committee. No issues were raised.

Notes:

Employment costs

The Commissioner currently employs 19 staff. The Commissioner has also appointed four Audit and Risk Assurance Committee members; their costs are included under this heading. Employment costs also include all expenditure on training, travel expenses, DBS checks, recruitment expenses and employers NI and pension contributions.

A cost of living award of 1% was paid to staff in 2015-16, in line with other publically funded bodies in Wales. In 2016-17, incremental increases have been awarded as these were set out in contractual agreements. For budgeting purposes only, an assumption has been made to allow for a 1% pay inflation award in 2016-17, but this has not yet been decided upon, pending the allocation agreement. Pay inflation for future years has been identified as a key financial risk in the main body of this report.

The Commissioner's own pay is set by Welsh Ministers; a two year cost of living award was made in 2015-16. For budgeting purposes only an indicative inflationary increase of 1% has been included for future years.

Accommodation and office expenses

Accommodation and office expenses include expenditure on rent, rates, security, utilities, stationery and insurance. The Commissioner has adopted a prudent approach for the procurement of office consumables and will continue to look for efficiencies in this area. The Commissioner maximises the use of the National Procurement Service contracts where it is practical to do so.

The Commissioner operates only one office; the lease was agreed in 2013-14 for five years to 2018-19. The Commissioner has secured favourable terms to extend the lease to 2023.

RPI in June 2016 was 1.6% and CPI was 0.5%. The Commissioner will monitor the impact of any future inflationary price fluctuations and absorb any additional cost pressures that arise.

ICT equipment and maintenance

The Commissioner has a medium term ICT plan that will sustain existing systems into the future on an urgent and essential maintenance and replacement basis. Capital ICT costs for 2017-20 are estimated at £5k.

The Commissioner receives no separate capital allocation and funding is met from the main cash allocation.

A rolling programme of pc hardware replacement over the next 1-5 years is in place and is based on critical business need.

Revenue costs include the cost of the ICT maintenance SLA, PSBA Broadband SLA and separate SLA for the Commissioner's records management database. There are also a number of low cost software licence renewals.

Communications and engagement

One of the functions within the Act is to promote awareness of the interests of older people in Wales. Expenditure on communications and engagement is therefore critical to reach older people across Wales in order for the Commissioner to provide promptly the most appropriate assistance.

Other running costs

Other running costs would include expenditure on audit fees, translation costs, legal fees as well as depreciation and amortisation costs and the work required to be ready to comply with the Welsh Language Standards. The Commissioner maximises the use of the National Procurement Service contracts where it is practical to do so.

Included within other running costs are contributions to awards promoting excellence in practice for those working with older people.

Programmes

Additional expenditure will be incurred on a non-recurrent basis to gather evidence, undertake research and publish findings and guidance. This is allocated on a discretionary basis by the Commissioner and is explained fully in the Commissioner's Framework for Action and annual Work Programme.

A budget of £15k has been provisionally allocated in 2017-18 to follow up on the Commissioner's Care Home Review.

Non cash movement

This relates to those costs where there is a charge to the expenditure account but no cash payment e.g. movement on creditors and debtors, as well as depreciation and amortisation charges.

Cash balances

The working assumption is that any unutilised cash balances at the end of 2016-17 will be carried forward to support activities in 2017-20.

Appendix B Financial Plan 2017-20

2017-20 Financial Plans

Description *Indicative figures only	Estimate 2017-18 £000	Estimate 2018-19* £000	Estimate 2019-20* £000
Expenditure:			
Employment costs	1,045,841	1,056,836	1,036,246
Accommodation	148,229	151,851	155,651
Office expenses	35,575	29,179	29,812
IT expenses	72,281	61,811	61,811
Communications & Engagement	62,380	60,199	61,059
Other running costs	91,036	87,950	87,621
Programme	138,000	100,000	100,000
Contingency	15,000	15,000	15,000
Total Expenditure	1,608,342	1,562,826	1,547,200
Less:			
Use of cash balance b/f	47,966	22,572	9,416
Non cash movement	7,376	(2,746)	(5,216)
Non recurrent income	10,000	0	0
Net cash requirement	1,543,000	1,543,000	1,543,000

Appendix C Allocation of 2016-17 funding

I have made further progress in tracking my expenditure against the priority areas set out in my Framework for Action. The intention is to provide a more meaningful picture of how I spend the funding made available to me than through standard financial reporting headings required for the Annual Accounts:



