

Older People's Commissioner for Wales

Annual Report and Financial Statements

2014-15

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FOREWORD

Since taking up post as Commissioner, I have met and spoken with thousands of older people across Wales who continue to share with me their concerns, views, hopes and wishes about growing older in Wales. They have told me that, above all else, they want the best possible quality of life as they grow older. This means ensuring that people are safe and well cared for and can access the services and support they need to stay healthy and independent. Driving this change, the change that older people want and need to see, has continued to be at the heart of my work during the past twelve months.

I undertook the biggest Review to date into the quality of life and care of older people living in care homes in Wales and published my Review report, 'A Place to Call Home?' in November 2014. The report makes for hard reading and I have been clear that failing to deal with the issues identified cannot be an option for Wales. I have been very clear about what must change within residential and nursing care and what action is needed and I will continue to seek evidence, on behalf of older people, that this change has been delivered. Older people place their trust in us and have a rightful expectation not to be let down. We cannot and must not shy away from unacceptable standards within any aspect of our public sector.

Alongside concerns about care homes, older people frequently talk to me about the importance of community services, such as libraries, buses, community and day centres, and public toilets. We must not forget or overlook the value of these essential community services to older people and the impact upon their lives, as well as the cost to the public purse, when these services are lost. Many changes are currently taking place to these services and I have been clear that if we fail to engage and consult with older people in a meaningful way, or if we fail to draw effectively upon their knowledge and expertise when making difficult decisions, we risk taking decisions that will have a detrimental impact for years to come.

That is why I developed and issued a practical engagement toolkit, which has been distributed to older people across Wales, and issued best practice guidance to Local Authorities (under Section 12 of the Commissioner for Older People (Wales) Act) to make clear their duties to older people in relation to engagement and consultation.

This year, I have also significantly strengthened my work to ensure that older people are safeguarded and protected as there is still a lack of recognition of, and response to, the abuse of older people. I am working with a wide range of agencies so that the nature of the abuse faced by older people is better understood, that the victims of domestic abuse are recognised and properly supported and that we provide advice, guidance and support in a way that meets the needs of older people.

Whilst much of my work is about ensuring that older people who are frail or vulnerable, or those in need of protection, are properly cared for and supported – giving them a voice when they have none – it is important not to assume that all older people are frail or vulnerable, or that frailty and a loss of independence is an inevitable part of ageing. There is much we can and need to be doing to support everyone in Wales to 'age well' as they grow older. This is why I established the Ageing Well in Wales programme, the first of its kind in Europe, a national collaboration of over 300 organisations, groups and individuals working together to improve people's wellbeing and create a country in which everyone has opportunities to make the most of their older years.

Wales faces many challenges and I do not underestimate the scale of these. There is a strong intent to get it right for all older people, but intent is not enough. Ultimately, the impact and outcomes of the work underway or planned to deliver change must be used to judge whether intent has moved beyond aspiration into reality.

Older people's voices hold the key to getting this change right and we must remember that nothing will ever cost as much as getting it wrong. It is often the smallest and least costly things that can make the biggest difference.

Wales should be proud to be a nation of older people, proud of the knowledge, experience and diversity that older people bring to our country, proud of the huge contribution they continue to make to our communities. I am proud to be their Commissioner and I will continue to stand up and speak out on their behalf, holding public bodies to account where needed, to ensure that the issues that matter to them are being dealt with effectively and that, as a result, Wales is a good place to grow older – not just for some but for everyone.

Sarah Rochira
Older People's Commissioner for Wales

PERFORMANCE STRATEGIC REPORT

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

History and statutory background

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

The functions of the role of the Commissioner are to:

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

I am funded by, but operate independently of, Welsh Ministers and am accountable to the National Assembly for Wales (the Assembly) for the use of resources made available to me. In 2014-15 I received funding of £1.750million which included a non-recurring allocation of £35k for the Ageing Well in Wales Programme that my office hosts (2013-14: £1.730million).

My organisational mission

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

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

Review of performance in 2014-15

In April 2013 I published my Framework for Action which clearly outlined my priorities for the next four years. It included the changes that I expect to see take place in Wales and how I will drive forward improvements in older people's lives to make Wales a good place to grow older. I used

the voices of the older people that I have met to develop five clear priorities within my Framework.

Highlights of my work during 2014-15, are summarised below and are set against these priorities, and this is what I use to measure my performance in the role of Commissioner.

Embedding the wellbeing of older people at the heart of public services

Acknowledging excellence

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.

These awards formally recognise excellence in practice and celebrate innovation, passion, dedication, hard work and commitment to improving the lives of older people. During 2014-15, 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 (the winner of this award went on to win the overall Nurse of the Year Award)
- Wales Care Awards (in association with Care Forum Wales) – Dignity in Care Award
- NIACE Dysgu Cymru Inspire! Adult Learning Awards – Older Adult Learner of the Year
- British Association of Social Workers Social Work Awards for Wales – Lifetime Achievement Award

There is much in our public services in Wales to be proud of and I have met many outstanding public service staff who make a real difference to the lives of older people in Wales.

Ageing Well in Wales

Age can, of course, bring its challenges, but frailty and dependence need not and should not be seen as an inevitable part of growing older. There is much that individuals can do to maintain their health and overall wellbeing, but much more is required if we want Wales to be a good place to grow older. A joined-up approach is required that focuses on

very clear outcomes, outcomes that reflect the biggest challenges faced by people to age well.

The Ageing Well in Wales Programme, which I am proud to chair and is hosted by my office, is a collaborative partnership of national public and third sector bodies and organisations, working together to ensure that Wales is a good place to grow older for everyone.

The programme has one simple aim - to improve the wellbeing of people aged 50 and over in Wales. To achieve this, work is being undertaken across five key themes:

- Age-Friendly Communities
- Falls Prevention
- Dementia Supportive Communities
- Learning and Employment
- Loneliness and Isolation

The Programme structure includes a Strategic Action Group to steer the work of the Programme through advice, guidance and scrutiny; Expert Advisory Groups, which identify good practice and advise the Strategic Action Group; and Thematic Networks, which provide their members with support as they deliver a range of initiatives in our communities. The Thematic Networks are a crucial way to raise awareness of action that can be taken at a local level to support people to age well and to harness and support action within communities. They use local knowledge and experience to drive the development of better and more impactful national programmes.

The programme has well established links with the European Union, which are important both in terms of learning from good practice across Europe and also in respect of being able to access European funding streams linked to growing older. As part of this work within Europe, Wales is now recognised as one of 13 exemplar nations in respect of our innovative work to support people as they grow older.

The Programme was officially launched by the Minister for Health and Social Services, Mark Drakeford AM, at an event at the Senedd in October 2014. The launch event was attended by a wide range of partners and stakeholders, including senior officials from the European Commission and the European Innovation Partnership on Active and Healthy Ageing.

During the launch, Cllr Ellen ap Gwynn, Leader of Ceredigion County Council and WLGA Local Government Lead, formally committed all of the 22 Local Authorities in Wales to become Age-Friendly, ceremonially signing a declaration of intent alongside me.

To ensure that Local Authority staff were able to learn more about the aims of Ageing Well in Wales and the ways in which they could become involved in the programme, seminars were held in Llandudno and Cardiff, which were attended by 85 officers and members working across a variety of departments. As a result of these seminars, Local Authority staff are now better placed to work towards ensuring that communities across Wales are Age-Friendly.

In March 2015, I held the first in a series of Network events in Llandudno and Baglan, which were attended by a total of 210 stakeholders – a mixture of existing Network Members and prospective members. The events allowed attendees to form new networks, share good practice and explore opportunities for joint-working. As a result of these events, an additional 80 stakeholders have signed up to be part of the Ageing Well in Wales Thematic Networks, increasing the total number of members to 380.

The organisations that make up the Strategic Advisory Group and the Expert Advisory Groups have made public their commitment to take action that will support the delivery of the aims of the programme over the next four years. This will include a local Ageing Well in Wales plan within all 22 Local Authorities. This represents a genuine commitment to make a real difference to the lives of people in Wales as they grow older and ensure that everyone has the opportunity to age well.

I have begun a series of meetings with Local Service Boards throughout Wales to establish how they can work to ensure that their work complements the work of Ageing Well in Wales to deliver real change for older people. The work of the programme is also integral to the new focus on wellbeing that the Well-being of Future Generations (Wales) Act intends to bring to our public services.

Driving up the quality of – and availability and access to – health and social care

Care Home Review

In 2013, I announced that I would use my legal powers, under Section 3 of the Commissioner for Older People (Wales) Act 2006, to Review the quality of life and care of older people living in care homes in Wales.

Gathering Evidence

My Care Home Review was the biggest Review of its kind ever undertaken in Wales. To ensure that the voices of older people and those who care for and care about them were at the heart of my Review, I gathered a wide range of evidence from older people, statutory bodies and other key stakeholders, such as third sector organisations, professionals and relatives.

Evidence gathered for my Review included:

- Over 2,000 questionnaire responses from older people, their families and the public.
- Unannounced visits to 100 care homes across Wales by my team of Social Care Rapporteurs to observe older people and to hear directly from them about their experiences.
- 53 submissions of written evidence from the bodies subject to the Review and a wide range of organisations that represent and work on behalf of older people.
- Engagement events and focus groups across Wales with families of older people living in care homes, those providing independent advocacy and representatives of groups whose voices are seldom heard.
- Roundtable sessions with organisations that represent and work on behalf of older people, including professional bodies, third sector organisations and recognised experts in the delivery of residential and nursing care.
- Formal evidence and scrutiny sessions with bodies subject to the Review to discuss and consider the written evidence provided in greater detail and to obtain further information about their understanding of the day-to-day realities of living in residential and nursing care, the change required to improve quality of life and whether current action (planned or underway) is sufficient to deliver this change.
- In total, oral evidence gathered from 82 bodies.

Review Findings and Requirements for Action

While my Review findings, published in November 2014, identified some excellent examples of truly person-centred care, enabling and empowering care that delivers the very best outcomes for older people, there are significant variations across Wales that result in too many older people living in care homes having an unacceptable quality of life. Too many older people living in care homes are no longer able to do the things that matter to them, lose meaningful choice and control over their lives, have their emotional needs neglected and do not have their basic rights upheld.

My findings also showed that the care delivered in many care homes in Wales often fails to meet the needs of an individual, focusing instead on a one-size-fits-all approach, something that can have a significant impact on the quality of life of older people.

My Review report – A Place to Call Home? – included clear Requirements for Action that outline the change required to drive up the quality of life and care of older people living in care homes across Wales that the public bodies and independent care home providers subject to my Review are expected to comply with.

I requested that these bodies provided me with a written response within three months, detailing what action they are currently undertaking, or will take, to meet my Requirements. All bodies and the majority of independent care home providers have provided a response and my team and I are currently analysing and assessing these responses. Should any response be deemed unsatisfactory, a formal written notice will be issued, requiring an improved response within one month.

Political engagement

I was pleased that all of the bodies and organisations that were part of the Review process, including care home providers, publicly welcomed my findings and Requirements for Action and stated their commitment to working with me to deliver the change required to ensure that quality of life sits at the heart of residential and nursing care in Wales.

My Review was also strongly welcomed by all political parties in the National Assembly for Wales and was the focus of my annual scrutiny session by the Assembly's Health and Social Care Committee, as well as a plenary debate. The Health Minister also made a statement in plenary that outlined the Welsh Government's formal response to my Review and Requirements for Action.

There has been strong cross-party consensus that my Review has been essential to highlight the many issues faced by older people living in care homes and that the change required, as outlined in my Requirements for Action, must be delivered as a matter of urgency.

Media Coverage

My Review also received significant media coverage, which included:

- Lead story on ITV Wales news
- Dedicated edition of the ITV Wales current affairs programme 'Wales This Week'
- Coverage throughout the day on BBC Wales News (TV, Radio, Online, including Welsh language)
- Front page of the Western Mail
- Coverage on BBC Radio 4 programme 'You and Yours'
- Extensive coverage in Welsh daily newspapers as well as weekly local papers and Welsh language publications
- Coverage on the Guardian's newspaper's social care website
- BBC Wales today story on food standards within care homes

Review Outcomes to date

I was pleased that all of the bodies subject to the Review strongly welcomed my Requirements for Action and are committed to delivering the change needed to ensure that quality of life sits at the heart of our care home system, at every level from commissioning to frontline care delivery.

I am also pleased that following the publication of my Review report, a number of actions have already been undertaken to address some of the key issues identified by my Review.

I strongly welcomed the Welsh Government's announcement that £320,000 of additional funding will be targeted at improving oral health care for older people living in care homes to ensure that every care home has a mouth care policy, that oral health assessments will be carried out upon entry into a care home and that each home will have an oral care champion who will be responsible for promoting best practice.

I also welcomed the Welsh Government's announcement that as part of the new GP contract for Wales, GPs will have more time to spend caring for the most vulnerable people with complex care needs, in particular,

frail and older patients, and that there is a commitment to undertake a review of the care homes enhanced service in 2016-17.

Next Steps

In summer 2015, I will issue a statement detailing my overall assessment as to whether the actions detailed in the responses will deliver the outcomes I expect and any further action I intend to take to ensure that these outcomes are secured on behalf of older people. I will be looking for clear evidence that demonstrates that the actions undertaken have resulted in meaningful, long-term change for older people living in care homes in Wales and that quality of life sits at the heart of the care home system.

Quality and safety of health care services

I have a long standing programme of work in place in respect of the quality of health care in Wales, ranging from support to individuals who experience unacceptable care to extensive engagement with Health Boards and the Welsh Government regarding my expectations in respect of board scrutiny and governance.

Annual Quality Statements

I have been very clear to Health Boards and Trusts that they must ensure that patient care is safe and effective, that patients are treated with dignity, care and compassion at all times and that they are supported to feel safe and cared for.

I expect Health Boards and Trusts to have a fundamental grasp on the safety, effectiveness and quality of their services, with the views of patients and staff integral to this understanding. Furthermore, they should be able to provide the public with assurances about the standards of care they have a right to expect: either that care is acceptable or that areas for improvement are recognised and improvements are being delivered.

Annual Quality Statements are published by Health Boards each year to provide these assurances to the general public about the quality of care delivered by our health services. The publication of Annual Quality Statements ensures that Health Boards are being open and transparent about their services and standards of care, including areas in which improvements are needed.

I agreed with Health Boards and the Welsh Government that Annual Quality Statements would be used to report against areas in which

further and continued improvement was required. This would ensure a more consistent and integrated approach to reporting on quality of care in a clear and accessible format that older people, who are the biggest users of health services in Wales, can easily understand.

In order to ensure that the 2013-14 Annual Quality Statements were as clear and accessible as possible, I provided guidance at a number of all Wales learning events, as well as within the 1000 Lives 'how to' Communications Guide that was distributed to all Health Boards and Trusts. Following the publication of the Statements in autumn 2014, I met with Health Boards and provided a detailed critique about which elements of their Statement provided clear information and appropriate detail, as well as the ways in which the statements could have been improved.

The 2013-14 Annual Quality Statements demonstrate that there is clearly a great deal of work being undertaken to improve communication with the public and value the patient experience. However, there are still a number of areas that need significant improvement, in particular how the patient voice and experience has been used to influence service delivery, and I expect these to be addressed in the 2014-15 Annual Quality Statements.

Effective Governance and Scrutiny

Following the publication of the 'Trusted to Care' report in May 2014, which identified significant failings in the level of care provided in Abertawe Bro Morgannwg University Health Board, I wrote to all Health Board Chief Executives in Wales requiring assurances that the issues identified in the report were not prevalent in their Health Board.

The responses clearly showed that the Boards were unable to guarantee that their governance systems would always be able to identify similar issues to those highlighted in 'Trusted to Care'. I therefore raised concerns with Health Boards and the Welsh Government about a number of governance issues that the NHS in Wales as a whole must address as a matter of urgency:

- The consistency and clarity of definitions of quality of care and the extent to which these reflect the perspective of older people.
- The robustness and effectiveness of the mechanisms that Health Boards and the Trusts have in place to evaluate the quality of care.

- The robustness and effectiveness of Board scrutiny regarding the quality of the care provided by their organisations.
- The sources of Board assurance regarding the identification and remedying of unacceptable care.
- The openness and transparency of Board performance against their core business.

I have also formally raised these issues with the Public Accounts Committee, the Auditor General for Wales and Healthcare Inspectorate Wales.

I have identified 12 key areas that I expect Health Boards and Trusts to regularly report and provide commentary on, including within their Annual Quality Statements. Using a reporting framework that includes these key areas will ensure that there is greater consistency between information published by Health Boards and will allow more meaningful understanding of the quality of care provided and the impact this has upon older people.

I have also been clear with the Welsh Government that the NHS in Wales should urgently implement a national performance measurement framework to be used by all Health Boards to bring consistency to measurement and reporting on the quality of care. I expect to see my key areas for reporting included within this as well as within the updated Healthcare Standards Framework and reflected in the NHS Outcomes Framework that is currently being developed.

I have engaged extensively with Health Board Chairs and Chief Executives, as well as Executive Directors across Wales, to grow their knowledge and thinking about what high quality care means to older people and assist them in understanding what good scrutiny on behalf of older people looks like at Board level. I have also been clear that whilst there is much good practice, we are still failing to get the basics right too often and, failing to learn from mistakes. We need to see best practice quickly become standard practice across Wales.

Integration

As Commissioner I have been clear that a lack of integration between health and social care in Wales can have a significant impact upon the quality and availability of support and services for older people. I have continued to call for greater integration, which includes housing and the third sector as equal partners.

As part of a range of work underway to improve integration, Health Boards and Local Authorities published Statements of Intent for delivering integrated health and social care. In autumn 2014, I provided detailed feedback on whether their statements of intent clearly demonstrated that the actions outlined would deliver real change for older people. In my response to Health Boards and Local Authorities, I raised concerns that housing and the third sector were often not seen as equal partners and would not be involved during the planning and development stages of work to improve integration. I also raised concerns that there was a lack of planning around how the impact of proposed changes would be identified, assessed and mitigated.

To support the integration agenda, which is essential to meet the changing needs of older people, I will be holding a workshop in April 2015 for key Health Board and Local Authority staff to explore how to deliver integrated services more effectively to provide real benefits to older people.

Protecting and improving community services, facilities and infrastructure

For many older people, community services are, quite simply, an indispensable lifeline. Community services must be seen as essential assets that enable individuals to maintain their health, independence and wellbeing, bringing wider benefits to our communities.

Seminars

Following the publication of my report 'The Importance and Impact of Community Services within Wales' in February 2014, which made a strong case for protecting the community services that older people often rely upon, I held seminars in North and South Wales for key Local Authority staff to discuss and agree the most effective way forward to deliver the best outcomes for older people. The seminars were attended by over 150 delegates, who took part in a mixture of plenary and workshop sessions throughout the day. Attendees heard presentations from the following:

- Welsh Government and Public Health Wales (embedding wellbeing into public services)
- Royal Voluntary Service (importance of community services in combatting loneliness, isolation and depression)
- Nesta (using innovation to deliver better public services)

- Older People's Strategy Coordinators (engaging with older people and using their knowledge and experience more effectively)
- Age Alliance Wales (the role of the third and housing sectors in delivering the integration agenda)
- WLGA (financial pressures on Local Authorities)
- Older people (experiences of using community services)

The seminars enabled delegates to share good practice and consider new approaches to delivering services as well as helping them to understand why community services make such a difference to older people's lives. Feedback from delegates was very positive. Many stated that they would share what they had learnt with their colleagues and would aim to take a more innovative approach to the planning, development and delivery of community services.

Best Practice Guidance

As part of my wider programme of work to protect and improve community services, facilities and infrastructure in Wales, I issued formal Guidance to Local Authorities across Wales, using my powers under Section 12 of the Commissioner for Older People (Wales) Act 2006.

The purpose of this Guidance was to remind them of their duty to ensure full, meaningful and effective engagement and consultation with older people when changes to community services are proposed and key decisions are being made. Furthermore, the Guidance also made clear the need for Local Authorities to engage more effectively with older people to ensure that their decisions fully consider and reflect older people's needs, concerns and priorities.

The Guidance detailed the different ways in which Local Authorities should be engaging with older people, outlining the importance of timely engagement, reaching those whose voices are seldom heard and ensuring that the most effective way of engaging is used.

The Guidance also highlighted the importance of robustly assessing the impact of decisions upon older people, and the need to ensure that equality impact assessments are not just a tick box exercise.

Engagement Toolkit for Older People

Many of the older people I have met and spoken with across Wales have told me that they do not know how to engage with their Local Authority and often feel powerless when proposals are made to reduce or bring to an end essential community services they rely upon.

Older people have also told me that they feel there are insufficient opportunities to express their views and that their concerns are often overlooked and given little attention when they do so. I therefore published an engagement toolkit, a practical resource to help older people make their voices heard, which has been widely distributed across Wales.

The Toolkit provides a range of practical information to help older people to engage with Local Authorities, including the ways in which they can influence and challenge decisions and the support that is available to help them to do this. The Toolkit clearly outlines what older people should expect from their Local Authorities, in terms of engagement and consultation, when changes to essential services are proposed and provides useful information about how they can get involved in these processes. It also provides a range of other practical resources, including a set of key questions and a checklist for older people to use throughout the engagement process, a sample letter to Local Authorities and a comprehensive directory of contacts who may be able to provide vital help and support.

As Commissioner, I want to ensure that older people across Wales have the knowledge, resources and support to have the strongest voice possible, a voice that is heard, listened to and acted upon, so they can work effectively with their Local Authorities and influence the decisions that affect their lives. I understand that difficult decisions on expenditure and savings must be made by Local Authorities, but it is essential that community services are protected or delivered in new and innovative ways so that older people can continue to access them. Older people's voices must therefore be at the heart of any decisions that will result in changes to these essential services.

Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected

It is estimated that over 40,000 older people in Wales are abused or neglected each year. However, despite the good work underway in many parts of Wales to tackle the abuse faced by older people, there is still not yet sufficient understanding within public services and society generally about the nature of this abuse and the circumstances that lead to older people becoming particularly vulnerable or at risk of harm. It is essential that there is a systematic approach in Wales to identify older people who are at risk of harm and those who need access to safeguarding support. Furthermore, abuse of older people must be

recognised as a criminal act and older people must be recognised as victims of domestic abuse where they fit the legal definition. Those who are abused must be swiftly and appropriately supported to regain their safety and wellbeing and have the full support of our civil and criminal justice systems.

Access to Support and Justice: Working Together Report

As part of my work to stand up for older people at risk of harm and to ensure they are safeguarded and protected, I commissioned Aberystwyth University to look at how organisations across Wales identify abuse of older people, particularly domestic abuse, and how information is recorded and transferred between agencies.

The report was published in March 2015 and was aimed at professionals who have a role in adult safeguarding, protection and domestic abuse services. It identified that whilst there is some good practice across Wales, it is not consistently being applied in all areas and made a number of recommendations of how improvements could be made.

The report clearly indicated that there needs to be greater awareness, commitment and a more joined up approach if older people who experience abuse are to be safeguarded effectively.

Safeguarding Seminars

Adult protection in Wales has been placed on a statutory footing through the Social Services and Well-being (Wales) Act 2014. It is therefore an opportune time to consider how agencies can work better together to prevent older people falling through the 'gaps' that currently exist between services.

In order to address the recommendations in the 'Access to Support and Justice: Working Together' Report and, more broadly, to grow knowledge and thinking about the crimes against and abuse of older people, I delivered a series of seminars for adult protection professionals and those providing specialist domestic abuse and sexual violence support services across Wales, with support from experts in safeguarding and adult protection.

The seminars were targeted at those working to directly protect older people, as well as professionals working at a strategic level such as Chief Executives and key policy makers within Local Authorities, Health Boards, Police Forces and a range of third sector organisations. The seminars, which were attended by 132 delegates from across Wales,

highlighted the importance of giving older people equal rights and a stronger voice, the need for more effective joint working to ensure older people have access to appropriate support and the need to improve knowledge and understanding of domestic abuse of older people.

Delegates also participated in workshop sessions which explored practical ways of working together more effectively to deliver change and offer greater protection to older people.

Delegates stated that the seminars improved their knowledge about the scale, nature and impact of abuse faced by older people and that they would consider what actions their organisations could implement to ensure that abuse of older people is recognised, recorded and receives an appropriate response. Progress is currently being made to develop action plans that will lead to an improved response and service for older people in Wales.

Protection of Older People in Wales: A Guide to the Law

The second edition of 'Protection of Older People in Wales: A Guide to the Law', produced in partnership with Professor of Law John Williams, has been widely distributed to professionals in Wales working in the field of adult protection.

The Guide provides comprehensive information about a variety of adult protection related issues, such as human rights, deprivation of liberty and the criminal justice system, as well as a series of case studies that relate legislation to real life scenarios.

The Guide has been used by social work practitioners, social care staff, medical staff, care home owners, lawyers and students, as well as older people and their families to reduce the confusion around current adult protection legislation and identify the ways in which the law can assist them.

Information Booklet - Domestic Abuse and Sexual Violence: Help and Support for Older People in Wales

To raise public awareness of the domestic abuse and sexual violence that affects older people, I have produced a bilingual information booklet that clearly outlines the kinds of abuse they face and the support available to help to stop this abuse, as well as providing contact information for the All Wales Domestic Abuse Helpline.

To date, 25,000 copies of the booklet have been distributed across Wales to a wide range of partners, including Police Forces, Health Boards, Local Authorities, Women's Aid and Advocacy Services.

Guidance on Domestic Abuse and Sexual Violence

I have been working in collaboration with the Welsh Government to produce much needed guidance about domestic abuse and sexual violence of older people. The guidance will be aimed at front line professionals working in health, social care and housing and will assist them to better identify and subsequently respond to domestic abuse and sexual violence of older people.

This work will contribute to a greater understanding of the issues faced by older people when they experience domestic abuse and sexual violence and will ensure that they are recognised as victims, essential so they can receive the support they need at such a traumatic time in their lives.

Tackling prejudice, inequality and discrimination

Older people feel that services and indeed some sections of society discriminate against them simply because of their age. Furthermore, the language used about older people can often be derogatory and disrespectful.

As Commissioner, I have been clear that we must celebrate the fact that we are a nation of older people and that portrayals of older people need to be balanced and reflect their true value to society. I take every opportunity to challenge ageist and discriminatory thinking and promote the value of our older people, highlighting the need for an asset based approach. I also work to grow knowledge and thinking about how to recognise and address ageism and discrimination.

In 2013-14, I piloted a series of training seminars to help professionals better understand the impact of ageism and how it feeds discrimination. Following very positive feedback about the training, which was completed by 147 professionals, I made the decision to roll out the training, which was provided free of charge, more widely during 2014-15. The seminars helped delegates to understand the impact that ageism can have upon individuals, families and communities and how ageism and age discrimination can result in public services that do not meet the needs of older people.

The seminars also included a number of exercises that allowed delegates to think practically about how to develop age-friendly communities and public services. To date, a total of 264 professionals from bodies such as Health Boards, Local Authorities, the Police and Third Sector Organisations have completed the training, with many stating that they share what they have learnt with colleagues, encourage colleagues to adopt a more age positive attitude and challenge discriminatory practice. Delegates also welcomed the fact that the training included a focus on a rights-based approach and how they could use this to deliver change.

Reaching out and listening to older people across Wales

My team and I have continued to engage directly with older people across Wales to ensure that they know about my work and how I can help them. My engagement also ensures that older people's voices continue to be at the heart of all that I do, guiding and shaping my work as Commissioner.

Engagement Roadshow

This year, my team and I have met with 216 groups throughout Wales, travelling over 23,000 miles to reach out to more than 5,700 older people. My team and I have visited every Local Authority area in Wales, meeting and speaking with older people at a variety of events, from large conferences to forum meetings to local support and social groups. Meeting with this number of groups, an increase compared to 2013-14, in which my team and I met with 202 groups, has been a significant achievement as many of my team were involved in undertaking visits to care homes as part of my Care Home Review during April and May.

To ensure that my team and I engage with as diverse a range of older people as possible, we visit the places that they live their lives, such as care homes, extra care housing schemes, support groups, carers groups, dementia cafes, day centres and social clubs.

I have organised many joint visits with Assembly Members, Council Leaders and Councillors in constituencies across Wales to hear from older people about the issues that matter to them in their communities and to ensure that policy makers and decision makers hear first-hand about older people's experiences and the challenges they face.

I have also formed excellent relationships with organisations working on behalf of people with protected characteristics to ensure that I am

engaging with those whose voices are seldom heard. During the course of the year my team and I have met with groups such as:

- BAWSO
- Cardiff Chinese Elderly Association
- Communities First Groups
- Cyfle i Bawb
- Men in Sheds
- Members of Cardiff's Gypsy Traveller Community
- Newport BME 50+ Forum
- Tawe Butterflies (Organisers of Swansea Sparkles Transgender Festival)
- Unity LGBT Older People's Group
- Women's Institute

Wider Engagement

Alongside my Engagement Roadshow, I have continued to work with formal organisations that represent older people, such as the National Pensioners Convention, National Old Age Pensioners Association of Wales, Welsh Senate of Older People, Cymru Older People's Alliance and the National Partnership Forum.

I have also continued to work with a wide range of third sector organisations across Wales, such as Age Alliance Wales, Care and Repair Cymru, Age Cymru, Alzheimer's Society, RNIB Cymru and Action on Hearing Loss Cymru, as well as public bodies, including the Public Services Ombudsman for Wales, Welsh Language Commissioner, Health Boards, Local Authorities, Wales Audit Office, Welsh Local Government Association and Public Health Wales, delivering keynote speeches at conferences and events, and meeting with key individuals within these organisations.

I also visit front line services and staff on a regular basis, including out of hours and night visits, to see for myself the challenges they face, the difference they make and the extent to which real change is taking place at the front line of care and support.

This work enables me to grow knowledge and understanding about the issues and challenges faced by older people, promote good practice and identify opportunities for joint working. By working in partnership, we are able to support each other in our aims and objectives of delivering real change for older people.

My team have also run information stands at conferences, information days and community events across Wales, providing information, advice and useful resources directly to older people and those who care for and support them.

Information leaflet

To ensure that older people know about my role, the work I undertake and the ways in which I can provide them with direct help and support, I have produced a new information leaflet that has been widely distributed across Wales.

The leaflets are available in English, Welsh, Bengali, Gujarati, Somali and Urdu, as well as in large print and audio versions. Over 13,000 copies of the leaflet have been distributed to all GP surgeries, pharmacies and dentists in Wales, as well as to sheltered housing, extra care facilities and Care and Repair agencies in each Local Authority area.

Media

Continuing my work with the media has enabled me to reach out to large numbers of older people across Wales so that they know about the work I am undertaking to drive change and make a difference to their lives. I have maintained a strong media presence across television and radio, appearing many times on BBC Wales Today, ITV Wales news, S4C Newyddion, BBC Radio Wales and BBC Radio Cymru.

I have also secured extensive media coverage in daily newspapers, such as the Western Mail, Daily Post, South Wales Evening Post, South Wales Argus and South Wales Echo, as well as weekly local newspapers throughout Wales.

In addition, I have continued to write columns and articles for a wide range of other publications, such as journals, magazines, blogs and Welsh language publications.

Omnibus survey

In order to assess the effectiveness of my communication and engagement with older people in Wales and their awareness of my role and my work, I commissioned a survey* to gather their views. During November 2014, face to face interviews were conducted with 391 people aged 55+ across Wales. The questions asked included whether people

had heard of the Older People's Commissioner, how they had heard about my work and whether they felt I was making a difference.

- 1 in 3 people had heard about the Older People's Commissioner
- 85% of those who had heard about the role had done so through television, radio or newspapers.
- 75% agreed that there should be an Older People's Commissioner

I will commission another survey in November 2015 using the same questions. This will enable me to monitor and compare levels of awareness amongst older people about my role and my work.

* Beaufort Research Omnibus Survey; field work conducted 17-28 November 2014

Support to individuals

My Protection and Scrutiny Casework Team offer direct support, assistance and advocacy to older people and their families across Wales. They intervene where older people and their families feel they require my support to challenge the decision making and practice of public sector bodies.

Individuals contacting my Protection and Scrutiny Casework Team for assistance will be given the support they need in line with my legal powers, which are defined by the Commissioner for Older People (Wales) Act 2006. The Act outlines the action that I am able to take to ensure that the interests of older people are safeguarded and promoted when public bodies discharge their functions and the assistance I am able to provide directly to older people.

During 2014-15, I provided help, support, advocacy and assistance to 525 older people. The most common subjects my team were contacted about were:

Subject	Number of Enquiries Received	Percentage of total Received (%)
Care	92	17.5
Residential Care	57	10.9
Transport	37	7.0
Community	34	6.5
Housing	34	6.5
Other	271	51.6

Key trends identified

Through my casework, a wide range of issues have been brought to my attention and it has become evident that there are some key issues that appear to be an issue for a number of older people and their families in more than one area of Wales, indicating a more systemic issue. Key issues identified include:

- Poor communication
- Disempowerment and not being listened to
- The complexity of systems and processes
- Unacceptable delays in decision making
- Waiting times for services

My casework is an important source of information about the experiences of older people. Where individuals raise an issue that has a wider relevance to older people, my team and I may undertake further, more strategic work to ensure the issue is addressed. For the first time this year, I am publishing a Casebook alongside my Impact and Reach report. This is an opportunity for me to provide more detail on the way I undertake my casework, the type of cases I support, the difference I have made to individuals and the wider themes that have emerged.

Influencing Legislation, Policy and Practice Welsh Government and National Assembly for Wales

Building upon my work to ensure that older people's voices are heard and listened to, I have continued to meet with Welsh Ministers so that policy and practice reflects the issues faced by older people and meets their needs. These meetings have provided opportunities for me to raise concerns about areas of legislation that are not sufficiently focused on older people and to agree the most effective ways forward to deliver the change required.

I have also met with the Chairs of a number of National Assembly Committees to highlight potential areas for investigation and inquiry and I have welcomed a number of committee inquiries that have been particularly relevant to older people. I will continue to work with Assembly Committees to maximise the potential of our respective scrutiny roles through close cooperation.

I have met with the Permanent Secretary and the Director Generals in order to ensure a greater understanding among Director Generals that the issues that affect older people in Wales are not restricted only to

health and social care, but are relevant to the full breadth of their portfolios.

Consultation Responses

Throughout 2014-15, I responded to a wide range of Welsh Government and National Assembly consultations, using the experiences that older people across Wales have shared with me, ensuring that their voices are heard and that the changes they want and need to see are delivered:

- National Assembly for Wales consultation on Minimum Nurse Staffing Levels (Wales) Bill, June 2014
- Welsh Government consultation on proposals for a Public Health Bill, June 2014
- NHS Wales Skills and Career Development Framework for Clinical Healthcare Support Workers, July 2014
- My Language, My Health: Inquiry into the Welsh Language in Primary Care, September 2014
- Inquiry into the Well-being of Future Generations (Wales) Bill, September 2014
- Inquiry into Welsh Government draft budget proposal for 2015-16, September 2014
- Inquiry into Poverty in Wales, September 2014
- Review of the Code of Practice for Social Care Workers, September 2014
- Devolution, Democracy and Delivery White Paper – Reforming Local Government, October 2014
- Physical Activity Policy Development, November 2014
- Implementation of the Social Service & Wellbeing (Wales) Act 2014 – Consultation on the Regulations and code of practice, February 2015.

Evidence Provided to National Assembly for Wales Committees

Throughout 2014-15, my team and I also gave oral evidence to a number of National Assembly Inquiries:

- Inquiry into disqualification of membership from the National Assembly for Wales, Constitutional and Legislative Affairs Committee, June 2014
- Inquiry into Energy Efficiency and Fuel Poverty in Wales, Environment and Sustainability Committee, July 2014
- Scrutiny of Commissioners' Accounts 2013-14, Public Accounts Committee, October 2014

- Inquiry into Poverty in Wales, Communities, Equality and Local Government Committee, November 2014
- General Scrutiny of the Older People's Commissioner for Wales, Health and Social Care Committee, November 2014
- Inquiry into Employment Opportunities for People Over 50, Enterprise and Business Committee, January 2015

Well-being of Future Generations (Wales) Act 2015

Whilst I was supportive of the aims of the Well-being of Future Generations (Wales) Bill, which reflect priority one of my Framework for Action 2013-17 to embed the wellbeing of older people at the heart of public service, I raised concerns with the Minister for Natural Resources and the Minister for Health and Social Services about the potential impact upon the rights of carers, following representation from carers' groups in Wales.

I was concerned that the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Bill, as originally drafted, would not be sufficient to safeguard the position of carers, and those they care for. I was clear that the duties to protect and safeguard unpaid carers that were included in the Social Services and Wellbeing (Wales) Act 2014 should not be undermined.

Following an amendment that aims to ensure that carers' rights are replicated across both the Well-being of Future Generations (Wales) Act and the Social Services Well-being (Wales) Act, I will keep under review whether the intent to protect the rights afforded to carers under the Carers Measure has been delivered.

Social Services and Well-being (Wales) Act 2014

I have previously welcomed both the intent behind and the detail of much of the Social Services and Well-being (Wales) Act 2014. However, the extent to which this intent is made real for older people, in many instances, will depend upon the regulations and codes of practice developed that underpin the Act and their implementation by public bodies. I will continue to have a strong interest in the following five areas:

- Safeguarding
- Advocacy
- Information, advice and assistance
- Assessment Process and Eligibility Criteria

- Charging for Services

I have formally responded to consultations in respect of the regulations and codes of practice relating to safeguarding, information, advice and assistance, the assessment process and eligibility criteria. Furthermore, I have continued to engage with key stakeholders and government officials to ensure that the perspective of older people in relation to these new duties is fully understood and reflected in the detail underpinning the Act.

I will also continue to take a particular interest in the way in which the duty to have due regard to the United Nations Principles for Older People is implemented and the extent to which these principles underpin the future delivery of social care.

Although the underpinning details in relation to charging for care and support services have not yet been published for consultation, I have provided advice to the Welsh Government through the Paying for Care Stakeholder Advisory Group and through extensive discussions with Welsh Government officials in respect of the key issues that older people have raised with me. I have been clear that the weekly maximum cap on domiciliary care must be retained and that any future arrangements in respect of paying for residential care must take into account issues of fairness and present a clear and credible way forward that does not deter older people from moving into residential care when it is the best option for them. I now await the Welsh Government proposals for Wales relating to paying for domiciliary and residential care. I have also been clear that charges for preventative services should not be introduced as they could present barriers to older people and be counter-productive to the intent behind the policy.

I want to ensure that the principles underpinning the Social Services and Well-being (Wales) Act 2014, specifically 'a strong voice and real control', are made real for older people. I have been consistently clear that independent advocacy, whilst not for everyone, is crucial for certain individuals in certain circumstances if this intent is to be made real. This benefits both the individual and public bodies, as well as the public purse. I have already advised the Welsh Government, at their request, in respect of duties to offer independent advocacy and I have continued to discuss with them how this should be reflected in the details that underpin the Act to ensure that the intent of the Sustainable Social Services for Wales: A Framework for Action, published by the Welsh

Government regarding a strong voice and real control, respect and safety is made real.

As a result of significant funding from the Big Lottery Fund, Wales has an impactful and significant advocacy base that delivers real benefit to individuals who find themselves in the most difficult of circumstances. This places Wales in a strong position to respond to duties around advocacy within the regulations that will underpin the Social Services and Well-being (Wales) Act 2014. However, the regulations that should put in place these duties will not come into effect until 2016.

As the three-year Big Lottery Funding was only in place until 2014, this would have resulted in an 18 month period in which advocacy services would have been unavailable to support older people. This presented a real risk that the advocacy skills base in Wales would be lost. I therefore worked with independent advocates and the Big Lottery Fund to successfully broker significant additional funding from the Big Lottery Fund to sustain much of our advocacy skills base for the intervening period until potential new duties come into force.

Notwithstanding my public support of the intent behind the Social Services and Well-being (Wales) Act 2014, I expect it to be made real in a way that reflects older people's lives, the kind of support they need and the ways in which they need that support to be provided. I will use my function to review the adequacy and effectiveness of the law if, in my opinion, the areas upon which I am focused are not made real in this way.

Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015

I am pleased that the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 was recently passed by the National Assembly. It will change the infrastructure in Wales by creating stronger leadership and ensure a stronger and more consistent focus on tackling these issues.

I have formally responded to the consultation on the National Training Framework on gender-based violence, domestic abuse and sexual violence. I have also engaged and will continue to engage with the Welsh Government's Violence Against Women and Domestic Abuse Team to maintain the focus on older people.

A national training framework will provide quality and consistent training which has been sadly lacking for some time. I have been clear that the training needs to be age related to take into account the issues for older people, particularly those with dementia and/or sensory loss. I also highlighted the current gaps within the 'Victims Journey' route map, which had omitted abuse of older people and had made no mention of adult safeguarding.

Through my continuing work with the Welsh Government I expect to see a continuing improved response for older people who are experiencing or have experienced domestic abuse and sexual violence.

Forward Look

The issues that affect older people are many and varied and there is no doubt that current financial constraints are having a significant impact upon many older people.

The potential range of issues that I could focus on is vast, but I must ensure that I remain focused on the priorities that older people have told me matter to them, the priorities within my Framework for Action 2013-17. Much of my work, year on year, is a continuation of action around specific priorities within my Framework, but some areas will feature more strongly in my work programme depending on their urgency or the experiences of older people.

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

- The lives of people with dementia and those who care for them
- Ageism and discrimination faced by older people
- Safeguarding and the prevention of crimes against and abuse of older people
- Follow up work linked to my Care Home Review
- The Social Services and Well-being (Wales) Act 2014 – development of regulations and implementation
- Monitoring and scrutiny of public bodies and the services they deliver
- Ageing Well in Wales

I will continue to work with a wide range of bodies to grow knowledge and thinking about the issues faced by older people and to change practice. However, I will also continue, where it is the most appropriate

option available, to use my legal powers to drive the change that older people want and have a right to see.

Review of the 2014-15 Financial Year

The Statement of Comprehensive Net Expenditure shows for 2014-15 net expenditure of £1.748 million (2013-14: £1.766million after insurance income).

Reserves at the year-end were £0.281 million (2013-14: £0.279million). I need to retain a reasonable level of reserves to exercise the statutory functions within the Act and but importantly act upon any unplanned, urgent and important matters brought to my attention. Such additional costs are likely to be associated with legal proceedings and additional staff resources. I also use these reserves to support non recurrent programmes of work in 2015-16 and in future years. This was outlined in my Estimate to Ministers which was submitted in October 2014 and is available on my website.

OPERATIONAL REPORT

Working within the Commission

During 2014-15, I employed an average of 27.94 whole time equivalent staff (26.41 in 2013-14). The Strategic Management Team working with me during 2014-15 comprised:

Alison Phillips	Deputy Commissioner Director of Finance and Performance
Kelly Davies	Director of Communications and Engagement
Daisy Cole	Director of Wellbeing and Empowerment
Anna Buchanan	Director of Protection, Scrutiny and Human Rights Left on 21 April 2014
Clare Lane	Director of Protection and Scrutiny Joined on 21 July 2014

The average sickness absence rate per member of staff was 6.26 days (4.2 days in 2013-14); a small increase based on non-work related illness. I am committed to the health and well-being of my staff and have a comprehensive policy on sickness absence. I also support employees in maintaining a work life balance via the operation of a flexi time system and providing opportunities for flexible working patterns. I have implemented a free and confidential Employee Assistance Programme which is available to all staff.

The organisation has been reassessed for Investors in People status and attained the Silver level award in June 2014. The Assessor commented:

“The investment made by the organisation in its people is shown to be valuable and worthwhile in results such as high motivation levels, strong engagement, low employee turnover, low absence levels, ever-broadening knowledge base, mutual respect and regard and a high team-working ethic.

People believe they are involved in identifying improvements in the way they are managed and developed by for example, being able to share feedback openly in meetings, or in one to ones with their manager and team, by responding to the staff surveys and via the annual performance review system and the mid-year interims. There was no doubt in the

Assessor's mind that, especially through verbal evidence, that the organisation is a great place to work due to on-going improvements to the way they are managed and developed."

A selection of the strengths and areas of good practice noted by the Assessor were:

- Directors behave with warm professionalism and provide excellent role models for the behaviour, values and approach required by Older People's Commissioner for Wales. At the same time, individual line managers are approachable and empathetic to their staff, whilst utilising effective performance management methods.
- Strong attachment of staff to their organisation, its ethos and values, alongside a high degree of professionalism and engagement displayed at all levels.
- Best Practice demonstrated in the Recruitment and Selection process.
- Clear links exist between individual strategies e.g. leadership and management, learning and development, work life balance, recruitment and selection etc., and the overarching strategic strategy, the Framework for Action.

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

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

In January 2015 the organisation became an accredited Living Wage Employer. This means that every member of staff in the organisation

earns not just the minimum wage but the Living Wage. The Living Wage is based on the cost of living in the UK.

During the year staff have undertaken a range of learning and development activities relevant to their roles and all staff have participated in training centred on the Human Rights Act, Social Services and Wellbeing Act and communication skills; as well as updates on the Welsh Language Scheme, Information Management, Code of Conduct and Raising Concerns. All staff complete an annual performance appraisal.

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.

Ian Summers	Appointed to 31 March 2015 Appointed Chair from 1 April 2014
Kenneth Jones	Extended to 31 March 2016
Eifion Pritchard	Appointed to 31 March 2015
Mutale Merrill	Appointed from 1 June 2014 to 31 May 2018

Welsh Language

I have adopted the principle that in the conduct of public business in Wales, the organisation will treat the English and Welsh languages on a basis of equality. During 2014-15, I have responded to requests for information from the Welsh Language Commissioner relating to the implementation of the new Welsh Language Standards. I have taken all possible steps to promote the Welsh language; this includes promoting a Welsh Language Scheme, maintaining a number of bilingual staff, encouraging employees to learn Welsh and operating a bilingual working environment.

My Welsh Language Scheme states that I will provide the Welsh Language Commissioner with annual monitoring reports on the date of approval of the Scheme. In 2014-15 I have participated in the Welsh Language Commissioner's second cycle of standards investigations. Consequently, and due to the timing of those investigations, I have not provided an annual monitoring report this year. In due course, the Welsh

Language Commissioner will carefully consider the information provided as a result of the standards investigations and decide whether any further information, specifically on the implementation of my Welsh Language Scheme, is required.

Pension Arrangements

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

Equal Opportunities

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.

No job applicant or employee will receive less favourable treatment on grounds of age, race, gender, sexual orientation, disability, religion, family/domestic responsibilities or working patterns, nor will any individual be disadvantaged by conditions or requirements which cannot be shown to be justifiable. 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.

During 2014-15 I published my latest Equality Annual Report which is available on my website.

Sustainability

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.
- Travel plan – during 2014-15 my staff drew up a travel plan aimed at reducing the impact of travel and covers:

- Commuting to/from the site;
- Travel during the course of my business and;
- Travel to/from the site by visitors.

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

- 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.
- Products - suppliers are encouraged to use environmentally friendly products where possible. I use environmentally sound paper products such as re-cycled paper and envelopes.
- Waste Disposal - procedures are in operation for the recycling of materials, including paper, cardboard and some plastics, and arrangements for disposal of food waste.

Paper containing sensitive information is disposed of through confidential waste recycling facilities due to the obligation to maintain confidentially in our enabling legislation. My office has a certificate of environmental accomplishment that certifies our shredding and recycling programme saved 32 trees from destruction in 2014-15 (38.5 in 2013-14).

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 99.66% paid on time (99.81% in 2013-14). No interest was paid in respect of late payments.

Audit arrangements

These Accounts are audited by the Auditor General for Wales in accordance with paragraph 12 of Schedule 1 to the Commissioner for Older People (Wales) Act 2006. The cost for the audit of the 2014-15 accounts is £14.5k (£14.6k in 2013-14).

Deloitte provided internal audit services to me in 2014-15 they have been appointed until 31 March 2016 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 39.

Events occurring after the reporting period

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

Disclosure of Relevant Audit Information

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

Sarah Rochira
Older People's Commissioner for Wales

29 July 2015

ACCOUNTABILITY

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

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

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

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

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

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

GOVERNANCE STATEMENT

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

Role of the Commissioner

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

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

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

Purpose of the governance framework

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

The governance framework enables me to monitor the performance of my organisation against the priorities in my strategic Framework for Action. In particular, to consider whether that performance has led to improved outcomes for older people in Wales and whether those outcomes have been delivered through the most effective means.

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

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

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

Governance framework

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

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

My governance framework included three key sources of assurance during 2014-15:

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

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

Due to the Corporation Sole status of the Commissioner, the Committee has identified that the absence of an executive board (from which the Audit and Risk Assurance Committee would normally be drawn) has created an "information gap" for the members as they do not have wider responsibilities and oversight. The Committee has overcome this gap by additional discussions with and presentations by me and my staff in addition to Committee meetings.

During 2014-15 I held three development days with Directors, and members of the Committee. These days were used to:

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

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

	April 2014	July 2014	October 2014	January 2015
Ian Summers	✓	✓	✓	✓
Ken Jones	✓	✓	✓	✓
Eifion Pritchard	✓	✓	✓	✓
Mutale Merrill <small>Appointed from 1 June 2014</small>	N/A	✓	✓	✓

Three of these members have worked with me and my predecessor since 2009. Good practice requires me to regularly review and rotate the cumulative diversity, skills, knowledge and experience of my Committee members. I have therefore extended Ken Jones' and Eifion Pritchard's term of office to 31 March 2016 and that of Ian Summers to 31 March 2017. I appointed Mutale Merrill as a new member to my Committee on a four year term in June 2014. During 2015-16 I will therefore be recruiting two new members to the take up post from April 2016.

The Committee provides me with an annual report which summarises the work of the Committee. The content of this report was compared with other public bodies by my internal auditors in 2013-14 and a number of recommendations made and implemented. I publish this report on my website in addition to the publication of the minutes of the Committee meetings to give greater transparency to my governance arrangements. As an agreed action during 2014-15 the Committee has agreed a process for assessing the performance of internal and external audit services and this is incorporated into its annual report. The Chair of the Committee has also attended bi-annual meetings with Chairs from other

Audit and Risk Assurance Committees to share learning and good practice.

The Committee operates within its terms of reference which are based on best practice guidance issued by the Treasury. The Committee has also agreed a process for assessing the effectiveness of the Audit and Risk Assurance Committee itself. The Committee has reviewed its operations for 2014-15 and has concluded that it is operating effectively and receives sufficient information.

As a result of its work in 2014-15, the Committee is content with the overall level of internal and external audit coverage. In respect of my arrangements for financial management, and the wider corporate governance and identification of risk and management processes, the Committee considers that, based on the findings of the auditors and its own observations, it can provide me with high assurance that the arrangements in place are appropriate and have been operating effectively.

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

I have appointed Deloitte to provide **internal audit services**. During 2014-15 Deloitte undertook advisory reviews into the Ageing Well in Wales Programme and my policy and influencing work. They also provided full assurance on their review of financial systems. They also followed up on progress with the implementation of recommendations made in prior years, including the areas of governance and risk management and there were no outstanding recommendations.

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

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

This programme of advisory work will be completed in 2015-16.

During 2014-15, I worked with a **Strategic Management Team (SMT)** as disclosed within the Remuneration Report, which met monthly and assisted me to discharge my functions in a manner consistent with the UK Corporate Governance Code and the Good Governance Code for Public Services i.e. consistent with the high standards expected from a publically funded body. The SMT has reviewed its Terms of Reference and has concluded that it receives sufficient information.

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

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

Website link: [Strategic Management Team](#)

Commissioner's performance

2014-15 was the second year of my Framework for Action. The main objectives within that plan were to:

1. Embed the wellbeing of older people at the heart of public services.
2. Drive up the quality of – and availability and access to – health and social care.
3. Protect and improve community services, facilities and infrastructure.
4. Stand up for older people who are at risk of harm and ensuring that they are safeguarded and protected.
5. Tackle prejudice, inequality and discrimination.

I would highlight the following milestones as evidence of progress towards addressing these priorities and future goals:

- This year, my team and I have met with 216 groups throughout Wales, travelling over 23000 miles to reach out to more than 5,700 older people;
- I published the findings of my review into the quality of life and care of older people in residential care homes in Wales under Section 3 of the Commissioner for Older People (Wales) Act 2006, in a report called 'A Place to Call Home?';
- I continued to chair and host the Ageing Well in Wales Programme, which was established by my office;
- I ran additional 'train the trainers' sessions on Ageism which were designed to explore how ageing impacts upon the lives of older people, their families and communities in Wales;
- I issued Guidance to Local Authorities across Wales, under Section 12 of the Commissioner for Older People (Wales) Act 2006 as a reminder of their duty to ensure full, meaningful and effective engagement and consultation with older people when changes to community services are proposed and key decisions are being made.
- I made available a toolkit for older people that provides a range of practical information to help older people to engage with Local Authorities, including the ways in which they can influence and challenge decisions and the support that is available to help them to do this.
- To grow knowledge and thinking about the crimes against and abuse of older people, I delivered a series of seminars across Wales and published a booklet for adult protection professionals.
- My Protection and Scrutiny Team has been contacted by 525 older people, their families and carers and have helped them by providing individual support or advice; often when no-one else could help.

Performance against the objectives is fully reported on pages 5-31 and is usually considered by the Health and Social Care Committee of the Assembly. A summary of financial performance is included within the financial statements on page 61.

Website link: [Strategic Plans](#)

Website link: [Annual Reports](#)

Approach to risk

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

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

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

A positive approach to risk management means that I will not only consider the risk of things going wrong, but the impact of not taking opportunities or not capitalising on corporate strengths. I recognise that there are known risks faced by the organisation which, if ignored, would seriously impact on my ability to meet my strategic priorities. A number of key corporate risks have been discussed with Directors, internal audit and the Committee during the year:

- **Reputational Risk** – the management of this risk will determine the success or failure of the Commissioner – both personally to the post holder and to the reputation of the organisation. The main component being failure to deliver. Issues identified with this risk included:
 - Expectations of others to deliver change such as the Review into Quality of Life in Care homes. Failure to deliver on the Framework for Action.
 - Perception of others that the relationship with Welsh Government is too close and /or too distant.
 - The 'success' of increasing awareness of the role and work of the Commissioner may lead to unrealistic expectations arising from a higher profile leading to below optimum (perceived) outcomes.
 - Difficult operating environment with a significant range of competing issues for all public bodies in Wales.

- Business Continuity plans need to be tested regularly.
- **Political Risk** – the Commissioner may become alienated from Welsh Government and other key stakeholders and become 'used' as a political football. Issues identified with this risk include:
 - The Commissioner's messages could become bland – in trying to meet the expectations of everyone.
 - The Commissioner works in a fast changing political environment at a devolved and non-devolved level.
- **Financial Risk** – this is always likely to be a risk but even more so in the current economic climate.

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

- A risk management policy that is in place and has been reviewed and updated during 2014-15. This policy sets out for all staff the way in which risks and opportunities faced by the organisation will be identified, evaluated, monitored, and controlled.
- The risk management policy requires the maintenance of a risk register, which has been reviewed and updated by me. The reporting format of the risk register has been revised during the year and strengthened.
- To be effective risk management must be embedded into the day to-day management and planning of my work. Each identified risk is owned by a member of the strategic management team
- The Audit and Risk Assurance Committee considers the process for identification and management of risks. It receives and considers all the reports and recommendations of the external and internal auditors including the latter's annual review of the arrangements for the management of risk.
- Financial policies and procedures, that set out responsibilities for financial matters including procurement, systems for financial control of expenditure as well as the regular reporting of actual expenditure against budgets.
- My staff and I sign up annually to a Code of Conduct which incorporates the seven Principles of Public Life and I have incorporated these principles into the delivery of my work.

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

and Raising Concerns Policy. These documents are published on my website.

During 2014-15, I received no complaints under the Complaints Policy (2013-14: 1 complaint). During the year I also reported to my Audit and Risk Assurance Committee 6 informal concerns that were brought to my attention not through using my formal Complaints Policy but nonetheless may have given rise to reputational risk and required for example changes to internal processes and training for my staff.

During 2014-15, I received and responded to 7 requests for information under the Freedom of Information Act 2000 (2013-14: 4 requests) and 1 requests under the Data Protection Act 1998 (2013-14: 1 request).

Arrangements have been put in place to safeguard the security of information held by me. This includes personal data held relating to enquiries made on behalf of individual older people in Wales, and evidence gathered by me in the carrying out of my functions. In 2013-14 there was one breach of data security which was required to be reported to the Information Commissioner and therefore in order to strengthen controls when sharing information my Protection and Scrutiny Team now have access to the Criminal Justice Secure eMail (CJSM) system for sharing sensitive data. There were no reportable incidents to the Information Commissioner in 2014-15. All relevant information is reported to my Audit and Risk Assurance Committee.

I publish updated details of my own expenses on a quarterly basis on my website.

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.

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

I have adopted the principle that in the conduct of public business in Wales, the organisation will treat the English and Welsh languages on a basis of equality. During 2014-15, I have responded to requests for information from the Welsh Language Commissioner relating to the implementation of the new Welsh Language Standards.

Website link: [Welsh Language Scheme](#)

During 2014-15 I published my latest Equality Annual Report which is available on my website.

Website link: [Strategic Equality Plan](#)

Review of effectiveness

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

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

In 2014-15 the Public Accounts Committee of the Assembly decided to consider the accounts of a selection of taxpayer funded organisations including the Older People's Commissioner for Wales. I have this year therefore also taken on board the relevant recommendations published by this Committee in March 2015 and joint action is in hand with the Public Services Ombudsman for Wales, Children's Commissioner and Welsh Language Commissioner to work further towards them during 2015-16.

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

During the year further progress was made in strengthening the internal control systems, recommendations made by internal auditors were progressed and implemented. Plans to address new recommendations and ensure continuous improvement of the systems are also in place.

The internal auditors' opinion states that based on the work undertaken for the year ended 31 March 2015; I have a basically sound system of

internal control, which should provide substantial assurance regarding the achievement of my objectives.

I have considered the evidence provided in this governance statement. The conclusion of my review is that the overall governance and internal control structures and procedures have been appropriate to support my functions and objectives and have worked effectively through 2014-15. The above governance framework has been in place for the year ended 31 March 2015 and up to the date of signature of these accounts and this statement is prepared in accordance with Treasury guidance.

Forward Look

During 2015-16 therefore I will continue to deliver against the priorities in my Framework for Action. The Audit and Risk Assurance Committee and I have agreed a programme of internal audit work that will give me assurance as to the effectiveness of controls in place. I will provide my Audit and Risk Assurance Committee with regular updates on progress in working with other organisations towards the recommendations made by the Assembly's Public Accounts Committee.

The process of reviewing and managing risk is an on-going one and questions that still need to be worked through by me and Directors include:

- Are we able to communicate effectively our priorities and the level of resources committed to those priorities?
- Are we achieving sufficient efficiencies and productivity through collaboration with other similar organisations?
- How will we build upon our achievements to date as an organisation; especially as we enter the last year of my current term of office which could bring about a period of uncertainty and/or period of transition?

Sarah Rochira
Older People's Commissioner for Wales
29 July 2015

REMUNERATION 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 2% consolidated pay award for 2013-14 was confirmed by Welsh Government and paid in March 2014; no award was made in 2014-15.

The salaries of directly employed staff are set by me after conducting a pay review annually which assesses any significant changes to the role, their contribution to my strategic objectives, and the impact of the change on other positions within the organisation and an assessment of wider market rates for similar positions in other comparable organisations. Incremental increases to other staff salaries were awarded in line with contractual terms and conditions. An inflationary cost of living increase of 1% was awarded in 2014-15 (1% was awarded in 2013-14).

Service Contracts

Appointments of permanent members of staff, on terms and conditions set by me, are 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 Commission. I have implemented an organisational development programme to enhance capability and improve overall performance levels through increased productivity.

Early termination, other than for misconduct, 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.

Remuneration (salary, benefits in kind and pensions)

'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 Benefits (1)	Pension Benefits (1)	Total	Total
	2014-15 £000	2013-14 £000	2014-15 £000	2013-14 £000	2014-15 £000	2013-14 £000
Sarah Rochira Commissioner	90-95	90-95	35	35	125-130	125-130
Alison Phillips Director of Finance & Performance and Deputy Commissioner	65-70	60-65	25	24	90-95	85-90

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Name and title	Salary	Salary	Pension Benefits (1)	Pension Benefits (1)	Total	Total
	2014-15 £000	2013-14 £000	2014-15 £000	2013-14 £000	2014-15 £000	2013-14 £000
Anna Buchanan (2) Director of Protection, Scrutiny and Human Rights	0-5	40-45	0	0	0-5	40-45
Kelly Davies Director of Communications and Engagement	45-50	40-45	18	18	60-65	55-60
Daisy Cole (3) Director of Wellbeing and Empowerment	50-55	45-50	21	18	75-80	60-65
Clare Lane (4) Director Protection and Scrutiny	25-30	n/a	12	n/a	40-45	n/a

- (1) The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.
- (2) Anna Buchanan left the Commissioner's employment on the 21 April 2014; the banding for the full year effect salary for 2014-15 was £45-50k. She chose not to be covered by the Civil Service pension arrangements during 2013-14 and 2014-15.
- (3) Daisy Cole was appointed from 7 May 2013; the banding for the full year effect salary for 2013-14 was £50-55k.
- (4) Clare Lane was appointed from 21 July 2014; the banding for the full year effect salary for 2014-15 was £40-45k.

Pay multiples

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. The banded remuneration of the highest-paid director (the Commissioner) was £90-95 in 2014-15 (2013-14: £90-95). This was 3.06 times (2013-14: 3.25) the median remuneration of the workforce, which was £30,300 (2013-14: £28,568). The change

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is equivalent to an incremental point within Band C (£26,200- £31,850 including 1% inflationary cost of living increase) and reflects changes in staff within that banding.

Total remuneration includes only salary and does not include employer pension contributions and the cash equivalent transfer value of pensions. The figures for this calculation exclude any compensatory amounts for loss of office and payments made in lieu of notice. In 2014-15, no employee (2013-14: nil) received remuneration in excess of the role of Commissioner. In 2014-15, remuneration was based on the pay scales and ranged from £16,100 to £72,750 (2013-14: £15,908 – £71,988).

Civil Service Pensions

	Accrued pension at pension age as at 31/3/15 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/15	CETV at 31/3/14	Real increase in CETV
	£000	£000	£000	£000	£000
Sarah Rochira Commissioner Term of office commenced 4/6/12	5-10	0-2.5	72	45	17
Alison Phillips Director of Finance & Performance and Deputy Commissioner	5-10	0-2.5	66	49	8
Anna Buchanan Director of Protection, Scrutiny and Human Rights (1)	n/a	n/a	n/a	18	n/a
Kelly Davies Director of Communications and Engagement	0-5	0-2.5	27	17	5

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	Accrued pension at pension age as at 31/3/15 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/15	CETV at 31/3/14	Real increase in CETV
	£000	£000	£000	£000	£000
Daisy Cole Director of Wellbeing and Empowerment (2)	0-5	0-2.5	25	11	9
Clare Lane Director Protection and Scrutiny (3)	0-5	0-2.5	6	n/a	4

(1) Anna Buchanan left the Commissioner's employment on the 21 April 2014. She chose not to be covered by the Civil Service pension arrangements during 2013-14 and 2014-15.

(2) Daisy Cole was appointed from 7 May 2013; there was no CETV at 7 May 2013

(3) Clare Lane was appointed from 21 July 2014; there was no CETV at 21 July 2014

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, employees may be in one of four defined benefit schemes; either a final salary scheme (classic, premium or classic plus); or a whole career scheme (Nuvos). 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 and Nuvos are increased annually in line with Pensions Increase legislation. 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 1.5% and 6.85% of pensionable earnings for classic and 3.5% and 8.85% for premium, classic plus and Nuvos. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a

hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In Nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary 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 and 65 for members of Nuvos.

Further details about the Civil Service pension arrangements can be found at the website <http://www.civilservice.gov.uk/pensions>.

New Career Average pension arrangements will be introduced from 1st April 2015 and the majority of classic, premium, classic plus and Nuvos members will join the scheme. Further details of this new scheme are available at <http://www.civilservicepensionscheme.org.uk/members/the-new-pension-scheme-alpha>.

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 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.

Compensation for loss of office

There were no compensation payments made in 2014-15. In 2012-13, I set out a business case that determined necessary changes to structures at a senior level within the organisation. Consequently the role and membership of the senior staff team changed. These changes took effect from 1 April 2013 and further changes to the roles and responsibilities of other staff took place once new Directors took up post during 2013-14. As a

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result of the implementation of my proposals the following compensation payments were made for loss of office in 2013-14:

Exit package cost band	Number of Compulsory redundancies	Number of Voluntary Redundancy packages agreed	Number of Voluntary Exit packages agreed	Number of ex-gratia payments agreed	Total number of packages
2014-15 total cost in £000s	0	0	0	0	0
2013-14 total cost in £000s	0	0	£37k	0	£37k
£10k-£25k	0	0	3	0	3

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where I agreed early exit packages, the costs were met from my funding, and not by the Scheme. The three staff who accepted early exit packages in 2013-14 were not senior staff.

Sarah Rochira
Older People's Commissioner for Wales
29 July 2015

CERTIFICATE AND REPORT OF THE AUDITOR GENERAL FOR WALES

I certify that I have audited the financial statements of the Older People's Commissioner for Wales for the year ended 31 March 2015 under the Commissioner for Older People (Wales) Act 2006. These comprise the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Cash Flow Statement and Statement of Changes in Tax Payers Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having being audited.

Respective responsibilities of the Commissioner and auditor

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

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with applicable law and with International Standards on Auditing (UK and Ireland). These standards require me to comply with the Auditing Practice Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

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

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In addition, I read all the financial and non-financial information in the Annual Report 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 Financial Statements

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 2015 and of her net expenditure, recognised gains and losses and cash flows for the year then ended; and
- have been properly prepared in accordance with Welsh Ministers' directions issued under the Commissioner for Older People (Wales) Act 2006.

Opinion on Regularity

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

Opinion on other matters

In my opinion:

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

Matters on which I report by exception

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

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- the Annual Governance Statement does not reflect compliance with HM Treasury guidance;
- proper accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns;
- information specified by HM Treasury regarding the remuneration and other transactions is not disclosed; or
- I have not received all of the information and explanations I require for my audit.

Report

I have no observations to make on these financial statements.

Huw Vaughan Thomas
Auditor General for Wales

4 August 2015

24 Cathedral Road
Cardiff
CF11 9LJ

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

FINANCIAL STATEMENTS
STATEMENT OF COMPREHENSIVE NET EXPENDITURE

For the year ended 31 March 2015

	Note	2014/15 £ 000	2013/14 £ 000
Expenditure			
Staff costs	2	1,182	1,178
Depreciation / Amortisation	3	11	5
Other expenditure	3	574	583
		<u>1,767</u>	<u>1,766</u>
Income			
Other income	4	19	0
		<u>1,748</u>	<u>1,766</u>

There are no recognised gains or losses in either 2013-14 or 2014-15.

STATEMENT OF FINANCIAL POSITION

As at 31 March 2015

	Note	£ 000	31 March 2015 £ 000	£ 000	31 March 2014 £ 000
Non- current assets:					
Leasehold improvements	5	2		3	
Office equipment / ICT	5	33		7	
Intangible assets	6	5		8	
Total non-current assets			40		18
Current Assets:					
Trade receivables	8	72		32	
Cash and cash equivalents	9	318		430	
Total current assets			390		462
Total assets			430		480
Current liabilities:					
Trade payables	10	11		60	
Other liabilities	10	76		77	
Total current liabilities			87		137
Non-current assets plus/less net current assets/liabilities			343		343
Non-current liabilities					
Provisions	11	60		60	
Deferred creditor	12	2		4	
Total non-current liabilities			62		64
Assets less liabilities			281		279
Taxpayers' equity					
General reserves			281		279
			281		279

Sarah Rochira
Commissioner and Accounting Officer
29 July 2015

Older People's Commissioner for Wales: Accounts for the period ended
31 March 2015

STATEMENT OF CASH FLOWS

For the year ended 31 March 2015

		1 April 2014 - 31 March 2015	1 April 2013 - 31 March 2014
	Note	£ 000	£ 000
Cash flows from operating activities			
Net expenditure		(1,748)	(1,766)
Adjustments for non-cash transactions	3	11	5
(Increase)/Decrease in trade and other receivables	8	(40)	7
Increase/(decrease) in trade and other payables	10	(50)	(86)
Loss on Disposal of Equipment	3	1	0
Provisions	11	0	0
Increase in Deferred creditor	12	(2)	4
Net cash outflow from operating activities		(1,828)	(1,836)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(34)	(5)
Purchase of intangible assets	6	0	(5)
Proceeds of disposal of property, plant and equipment		0	
Net cash outflow from investing activities		(34)	(10)
Cash flows from financing activities			
Funding from Welsh Government		1,750	1,730
Net financing		1,750	1,730
Net increase/(decrease) in cash equivalents in the period		(112)	(116)
Cash and cash equivalents at the beginning of the period	9	430	546
Cash and cash equivalents at the end of the period	9	318	430

STATEMENT OF CHANGES IN TAX PAYER'S EQUITY

For the year ended 31 March 2015

	General Reserve	
	1 April 2014- 31 March 2015	1 April 2013- 31 March 2014
	£ 000	£ 000
Balance as at 1 April	279	315
Net expenditure	(1,748)	(1,766)
Total recognised income and expense	(1,469)	(1,451)
Funding from Welsh Government	1,750	1,730
Balance as at 31 March	281	279

NOTES TO THE ACCOUNTS

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2014-15 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.

1.1 Accounting convention

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

1.2 Non-current assets

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

1.3 Tangible Non-current Assets

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

1.4 Intangible Non-current Assets

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

1.5 Depreciation / Amortisation

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

Asset lives are normally as follows:

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

1.6 Income, funding and expenditure

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

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

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

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

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

1.7 Foreign Exchange

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

1.8 Pensions

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

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

1.9 Operating Lease Charge

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

1.10 Provisions

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

1.11 Cash and cash equivalents

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

2. Staff numbers and related costs

Staff costs comprise:

	2014/15 £ 000	2013/14 £000
Permanently Employed Staff		
Salaries	921	922
Social Security costs	66	62
Other Pension Costs	173	145
Sub Total	1,160	1,129
Inward Secondment and agency costs	22	63
Less monies received from outward secondment	0	(14)
Total net costs	1,182	1,178

Included within staff costs is £13,277 (2013-14: £14,603) which relates to the remuneration of four Audit and Risk Assurance Committee Members. In 2013-14 additional remuneration was paid to Ken Jones for further work relating to aspects of the 2013-14 Work Programme. This expenditure is included within Note 3 Specific Programmes.

Salaries include payments made in 2013-14 to 3 members of staff as part of the Commissioner's restructuring; including compensation for loss of office. Compensation for loss of office is disclosed in full within the Remuneration Report.

For 2014-15, employer's contributions of £173k were payable to PCSPS (2013-14: £146k) at one of four rates in the range 16.7% to 24.3% of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation.

Employees can opt to open a partnership account, a stakeholder pension with an employer contribution. No Employer's contributions were paid in 2014-15, (2013-14: £2k) to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £0 (2013-14 £1k), 0.8%

Older People's Commissioner for Wales: Accounts for the period ended 31 March 2015

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. All of these contributions are included in Other Pension costs in note 2 above.

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

	2014/15	2013/14
Permanent Staff	21.27	21.20
Seconded Staff	0.67	0.60
Temporary/Casual Staff	0	0.38
Fixed Term Appointments	6.00	4.23
Total	27.94	26.41

3. Other Expenditure

Other expenditure consists of:

	2014/15 £000	2013/14 £000
Rentals under operating leases	55	58
Other accommodation costs	69	65
Information & communications technology	15	5
Professional fees	73	48
Training & development	22	11
Travel & subsistence	25	27
Audit fees – Internal Audit	10	9
Audit fees – External Audit	15	15
Specific Programmes	172	180
Other administrative expenses	117	165
	573	583
Non-cash items:		
Loss on disposal	1	0
Depreciation	8	2
Amortisation	3	3
Total	585	588

Specific Programmes

During 2014/15 the Commissioner incurred the following additional direct costs against the priorities set out in the Framework for Action 2013-2017. The expenditure disclosed does not include any apportionment of Commissioner's staff salary costs, including seconded staff, and reflects additional direct costs only.

Programmes - Framework for Action 2013-2016	2014/15 £000	2013/14 £000
Embedding the wellbeing of older people at the heart of public services.	45	28
Driving up the quality of and availability and access to health and social care.	76	75
Protecting and improving community services, facilities and infrastructure.	20	9
Standing up for older people who are at risk of harm and ensuring that they are safeguarded and protected.	18	30
Tackling prejudice, inequality and discrimination.	13	38
Total	172	180

4. Other Income

	2014/15 £000	2013/14 £000
Other income from operating activities	19	0
Total	19	0

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 2014	40	272	41	353
Additions	25	0	9	34
Disposals	(21)	0	(13)	(34)
At 31 March 2015	44	272	37	353
Depreciation				
At 1 April 2014	37	269	37	343
Charged in the year	5	1	2	8
Disposals	(21)	0	(12)	(33)
At 31 March 2015	21	270	27	318

Net book value at 31 March 2015	23	2	10	35
Net book value at 31 March 2014	3	3	4	10

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 2014	46	58	104
Additions	0	0	0
Disposals	0	0	0
At 31 March 2015	46	58	104
Amortisation			
At 1 April 2014	46	50	96
Charged in the year	0	3	3
Disposals	0	0	0
At 31 March 2015	46	53	99

Net book value at 31 March 2015	0	5	5
Net book value at 31 March 2014	0	8	8

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

	2014/15	2013/14
	£000	£000
Amounts falling due within one year:		
Trade receivables	33	0
Prepayments and accrued income	39	32
	72	32

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

9. Cash and cash equivalents

	2014/15	2013/14
	£000	£000
Balance at 1 April	430	546
Net change in cash and cash equivalent balances	(112)	(116)
Balance at 31 March	318	430
The following balances at 31 March were held at:		
Banking Service	244	345
Commercial banks and cash in hand	74	85
Balance at 31 March	318	430

10. Trade payables and other current liabilities

	2014/15	2013/14
	£000	£000
Amounts falling due within one year		
Other taxation and social security	0	40
Trade payables	11	20
Accruals and deferred income	76	77
	87	137

11. Provision for Liabilities and Charges

	2014/15	2013/14
	£000	£000
Balance at 1 April	60	60
Provided in year	0	0
Provision utilised in year	0	0
Balance at 31 March	60	60

A provision is made for redecorating/dilapidations of our offices during the term of the lease and on the termination of the lease. This provision has been reviewed during 2014-15 as required by IAS 37 and no change is considered necessary.

12. Deferred creditor

	2014/15 £000	2013/14 £000
At 1 April	4	0
Accrued expenditure during the year	0	4
Released to Statement of Comprehensive Net Expenditure Account during year	(2)	0
Balance at 31 March	2	4

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

13. Capital commitments

	2014/15 £000	2013/14 £000
Contracted capital commitments at 31 March for which no provision has been made	0	12

The Commissioner had a Capital Commitment at 31 March 2014 relating to the installation of broadband network services to the office; this work was completed in 2014-15. There are no outstanding capital commitments at 31 March 2015.

14. 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.

	2014/15	2013/14
	£000	£000
	<hr/>	<hr/>
Obligations under operating leases comprise:		
Land and buildings:		
Expiry within 1 year	56	50
Expiry after 1 year but not more than 5 years*	19	75
Later than five years	0	0
	<hr/>	<hr/>
	75	125

*The Commissioner has agreed a new lease agreement for a period of 5 years from 5 August 2013.

	2014/15	2013/14
	£000	£000
	<hr/>	<hr/>
Obligations under operating leases comprise:		
Other: Office Equipment		
Expiry within 1 year	0	1
Expiry after 1 year but not more than 5 years	2	0
Later than five years	0	0
	<hr/>	<hr/>
	2	1

(b) Finance leases and PFI contracts

There are no obligations under finance leases or PFI contracts (2013-14: nil). The Commissioner has not entered into non-cancellable contracts which are not leases or PFI contracts (2013-14: nil).

15. Contingent liabilities disclosed under IAS 37

The Commissioner has not incurred any contingent liabilities that are not disclosed elsewhere in these accounts (2013-14: nil).

16. Related-party transactions

In 2014-15 the Commissioner received funding of £1.750M from Welsh Government (2013-14: £1.730M) which included a non-recurrent allocation of £35k for the Ageing Well in Wales Programme. The Welsh Government is regarded as a related party.

During 2014-15 neither the Commissioner, nor other members of the Strategic Management Team, or any of their family were involved directly or indirectly in any transactions with the Commissioner during the year, apart from normal expense claims and salary payments.

17. Events after the reporting period

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