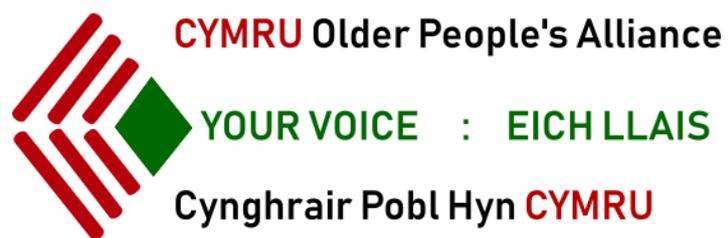


# **CYMRU OLDER PEOPLE'S ALLIANCE**

## **BUSINESS PLAN FOR 2018/19**



Registered Charity (Number 1174518)

**August 2018**

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## **Introduction**

1. The purpose of this Business Plan is to set out how the Cymru Older People's Alliance (COPA) will in 2018-19 build on the strengths and successes it has developed since becoming a charity in October 2017 but also respond to the challenges of becoming an effective national level organisation to represent older people's interests and look to maximise the opportunities presented by the new policy agenda on ageing in Wales being developed by Welsh Government.
2. This Business Plan will be used during 2018-19 to provide a targeted and focussed Framework for Action, to be progressed in the next year and provide a foundation for the years beyond.

## **Cymru Older People's Alliance**

3. The purpose of Cymru Older People's Alliance is to give Older People in Wales a strong and independent national voice.
  - ❖ We are an independent national organisation run by Older People for older people in Wales.
  - ❖ We want to make sure that nationally Older People are listened to and their opinions acted on in everything that affects them.
  - ❖ We will do this by working in partnership with local Older People's forums and Older People's groups across Wales to learn from their experiences and opinions on what will make Wales a great place to grow old.
  - ❖ We will achieve a national voice for local people that feeds directly into government and national level public organisations. We intend to ensure that nothing is developed affecting Older People without Older People being involved in every stage.
  - ❖ There is strength in numbers and a demand for well organised and informed lobbying. Together we can have a greater influence and reach than is feasible from any local forum.

## **Aims and Objectives of Cymru Older People's Alliance**

4. The main objective of COPA is set out in our Constitution (2017) which is to enable older people across Wales to have an independent voice, ensuring that older people's opinions are heard, acknowledged and acted upon, giving Older People in Wales a strong and independent national voice. COPA brings together the views, opinions and concerns of local older people's forums and organisations to the national, all- Wales level, so as to strengthen the impact of, and provide coherence to, the representations made to Government and others.
5. COPA aims to achieve its objectives by:
  - ❖ Being an effective and informed advocate for older people's views
  - ❖ Identifying and sharing good practice
  - ❖ Working in partnership with older people's organisations across Wales to create a collective voice.
  - ❖ Developing and promoting good practice on the engagement of older people in all actions that impact upon them, including effective consultation that engages the views of older people at all stages of the process.
  - ❖ Influencing policy and practice concerning current and future older people at a local, national and regional level, including lobbying when appropriate.
  - ❖ Working in partnership as appropriate, with Government, statutory, voluntary and public organisations to achieve shared aspirations.
  - ❖ Challenging age discrimination and promoting the rights of older people as defined in the UN Principles for Older People.
  - ❖ Proactively engaging with older people's groups to ensure that all older people, particularly those who might be experiencing exclusion and isolation, have a genuine and powerful voice that recognises their experience and expert knowledge regarding their own needs.

- ❖ Promoting, building and extending the COPA network across Wales
  
- ❖ Support the creation of Age-friendly communities across Wales

### **Priorities 2018-19**

There are a wide range of issues for COPA to address in the financial year 2018-19 which will be the first full year as a Charity. However, the main priorities that will need to be targeted cover:

- meeting Charity Commission requirements,
- our effectiveness as a charity
- the on-going review of COPA structures.
- Effective relationships with other National Older Peoples Organisations
- Effective relationships with the Older People's Minister and new Commissioner for Older People
- Working with Forums and Groups across all parts of Wales
- Increasing Voting Members and Trustees
- Establishing Regional COPA Groups and their Role and Structure
- Communications
- Financial and Risk Management
- Maximising capacity available to develop COPA through Trustees and finding funds to employ an Executive staff member
- Holding an Annual General Meeting and Publishing an Annual Report

## FRAMEWORK FOR ACTION 2018-19

Aim	Objectives	Deadline/Target
<b>Charitable Priorities - Compliance and Development</b>		
Review and change our Constitution as necessary	Review Constitution in its first year of operation and agree any changes to be proposed at AGM.	Review by September 2018  Changes submitted to AGM for discussion
Hold an Annual General Meeting and publish a related Annual Report	Trustees and Voting Members attend AGM and agree Annual Report	AGM held by end October 2018  AGM utilised to encourage Forums to participate in COPA
Hold regular Board meetings that are impactful	Produce good quality timely papers to inform positive discussions	A minimum of 4 Board meetings a year;  Papers circulated one week before meeting
Production of suite of Policy Position Papers to reflect COPAs values and principles	Undertake pilot exercise of consulting Forums on 2 draft Position Papers  Agree a list and timetable of further issues to cover in Position Papers and draft for consultation	Agreed at June Board meeting  Circulate draft papers for comment in July  Consider at October Board meeting
COPA utilises its capacity effectively to achieve its business priorities	Lead trustees identified for all key issues	April meeting agreed list of Trustees

	Funding identified and plan formulated to employ an executive officer to progress work of COPA	Plans discussed at October Board meeting
Introduce a Code of Conduct and related policies for COPA Trustees	Draft a Code of Conduct based on a charity sector model  Code of Conduct agreed and signed by all Trustees  Policies developed on key issues	Considered at June Board meeting  Agreed at June Board meeting and signed within 4 weeks  By December meeting
Improve our communications so that COPA is more widely and better understood	Establish a COPA website  Produce a Newsletter  Update COPA leaflet  Produce revised COPA Narrative  Introduce a new COPA logo	By AGM  By AGM  Agreed in April  Agreed in June  Agreed in June
Develop a Welsh Language Policy for COPA	Make incremental progress in becoming a bilingual organisation	Discuss Draft Policy at October meeting
<b>Business Priorities</b>		
Influence and contribute to the development of revised Strategy for Older People in Wales	Nominated Trustees participate in MAFA sub groups	3 meetings in 2018-19 3 sub group meetings
Help shape the new National Priorities for	Discuss proposals in Board meeting and	Board meetings discuss until

Older People in Wales	consult with Forums	published
Ensure older people's interests are prioritised in Review of Ministerial Advisory Forum on Ageing	<p>Nominated Trustees attend MAFA meetings to raise any concerns</p> <p>Work closely with Minister for Older People and officials</p> <p>Uphold principle that older people's representatives on MAFA should match number of professional/third sector representatives</p>	<p>Various dates</p> <p>Periodic meetings</p> <p>Take position in discussions</p>
Establish good working relationships with the new Commissioner for Older People in Wales	COPA Write to and meet with the new Commissioner for Older People soon after appointment and produce a plan for engagement with her subsequently	To coincide with start of term of COP on 20 August 2018
Increasing COPA Voting Members and Trustees through more effective engagement with Local Forums and Groups	<p>Strategy for engagement of non-participating Forums developed</p> <p>Pilot approach agreed and tested in Gwent and N Wales</p>	<p>Discussed at April and June meetings</p> <p>By October</p>
Ensure COPA Regional Structure is implemented as agreed in Review of COPA Structures	<p>As above</p> <p>In light of feedback from initial engagement discuss</p>	<p>Discussed at June meeting</p> <p>October Board meeting</p>

	and agree next steps	
Establish effective partnership arrangements with the other National Older Peoples Organisations in Wales	Write to other national bodies with offer of meeting to discuss effective joint working	Letter issued by June  Meetings held by end September
Help make Human Rights for Older People a reality in practice	Participate in Welsh Government Advisory Group	Various meeting dates
Make Wales a nation of age friendly communities through the Ageing Well Programme	Utilise COPA/COP Guidance in engagement with Forums.  Discuss further action with new Commissioner	By end September  September
<b>Financial Priorities</b>		
Secure Welsh Government Funding for 2018-19 and meet requirements of grant scheme	Grant offer letter received that meets expectations  Regular dialogue with Age Cymru/ Welsh Government a	By June  Various dates
Effective systems for monitoring and use of resources are in place.	Finance Sub Group propose sound arrangements	Regular Meetings of sub group  Quarterly progress reports
Agreement with Age Cymru for management of funding	Transfer of resources from Welsh Government to COPA Bank Account secured	Quarterly payments

Utilise agreed risk management arrangements to ensure COPA achieves its aims	Monitor 5 management risks in this Plan	Each board meeting
Ensure audited End year Annual Accounts are produced	Engage auditor and ensure that accounts are audited and the outcomes reported to the Board	Within 6 months of AGM
Secure new and additional funding to enable COPA to grow and be better at representing the interests of 50+ Forums across Wales	Develop a plan to attract new funds  Seek additional funding  Plan how to utilise any resources secured	By October  From November  When required

## Monitoring Arrangements

6. With the production of this Business Plan comes the requirement to monitor its effective delivery against targets, assess the risks of delaying or failing on any agreed objective and putting in place mitigating remedial action where necessary. Given the nature and size of the Charity and its Board of Trustees and the relatively small levels of funding involved, any monitoring process need to be proportionate and realistic. The following framework is proposed for 2018-19 and onwards:

- Standing Agenda Item at Board Meetings - Business Plan monitoring (including spend) with risks assessment on a RAG red/amber/green basis
- Months 4 and 8 additionally evaluate progress in previous quarter
- Month 11 discuss Business Plan for 19/20
- Month 12 Evaluate progress in year, agree Plan for next year

## Risk Management

7. The system agreed by the COPA Board in February 2018 uses an adapted and straight-forward form of the standard risk management model used by charities. Within an over-arching risk of COPA failing to meet its charitable objectives, five individual risks are identified. For each risk, the cause of the risk is set out together with the plans in place to mitigate or manage the effect of that risk. Then an assessment is made as to whether it is an immediate, near-term or long-term risk and what its status is i.e. using a “traffic light” index

	Significant risk of delay or non-compliance
	Slippage / problems to resolve
	On track / Completed

The final column of the Register then identifies the next planned event or action in respect of that risk.

8. The five main risks that are monitored and managed at each Board meetings are:
  - Requirements of Charity Law and Charity Commission requirements are not complied with
  - Resources are not effectively planned, controlled or managed
  - Poor reputation of COPA as an effective national body to represent older people
  - COPA does not grow and develop to maximise its potential
  - COPA does not utilise its capacity effectively to achieve its business priorities
9. A positive approach to risk management has been adopted by COPA which means that the Board will not only consider the risk of things going wrong, but the impact of not taking opportunities or not capitalising on identified strengths.

## **Resources – Financial Management**

10. The main source of income for COPA is a grant for 2018-19 of £12,800 from Welsh Government. This is paid through Age Cymru on a quarterly basis on production of a progress report. A Finance Sub Group has been established to ensure effective and transparent management of these resources in line with Charity Commission advice. A financial report is made to each Board meeting when Trustees can raise any questions. The Board have agreed that for 2018-19 our financial strategy should be to raise additional funds through applications for grant support. Subject to sufficient additional resources being secured, we will consider increasing our capacity through tendering/contracting for a suitable individual (s) to work for COPA. Our medium-term ambition is to become financially self-supporting.

## **Conclusion**

11. In this the first full year of Cymru Older People's Alliance' history as a Registered Charity, this Business Plan provides an initial framework for the Board of Trustees to plan how the key aims and objectives will be implemented and monitored. There is a challenging agenda of issues to address in 2018-19 but we are committed to making COPA a success and the benefits of its national role for older people in Wales to be realised.

Board of Trustees August 2018

## COPA CASHFLOW STATEMENT 2018-19

<u>Month</u>	<u>Pre-start</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>Total</u>
<u>Month name</u>		Apl	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Money in (£)</b>														
<u>Funding from Welsh Government</u>				3200			3200			3200			£3200	£12800
<u>2017-18 Reserve</u>	5,618.29		-							-				5,618.29
<b>Total</b>														<b>18428.29</b>
<b>Money out (£)</b>														
<u>Payments</u>		543.0		920.09	477.0	700.0	700.0	1,700.00	700.0		2,700.0	700.0	3,700.0	12,840.29

### Expenditure Items

Board Expenses, Advance Payment for Hotel for AGM

Printer, Printing of Leaflet, AGM costs

Website License, Costs of Extraordinary Meeting to change Constitution, Costs of Conference in Spring 2019

## **CYMRU OLDER PEOPLE'S ALLIANCE MEMBERSHIP**

Our membership model involves each of the 22 Local Authority area's Older People's Forum or Group appointing 2 voting members to be their representatives - a total of 44. These 44 voting members will form 6 Regional Committees and will attend national meetings and vote at the AGM.

Voting Members are the key link between local, regional and national matters. Each Regional Committee nominate 2 Voting Member to become Trustees. This will give a maximum Board number of 12 Voting Members plus up to 3 co-opted Trustees as set out in the COPA Constitution.

### Trustees

Gaynor Davies – Chair – Pembrokeshire 50+  
Phyllis Preece – Vice Chair – Cardiff 50+  
Ken Davies – Treasurer – Co-opted Trustee  
Lyn Finn – Cardiff 50+  
Sue Jones – Gwynedd Older People's Council  
Hazell Maguire – Swansea 50+  
Steve Milsom – Co-opted Trustee  
Ralph Stevens – Caerphilly 50+ (until June 2018)  
Angela Tritschler – Rhondda Cynon Taf 50+  
Sue Wright – Co-opted Trustee

### Trustee Vacancies

Aneurin Bevan – 2  
Abertawe Bro Morgannwg – 1  
Cwm Taf – 1  
Hywel Dda – 1  
Betsy Cadwallader/Powys - 1

To ensure equity and fairness, the Board have decided that these vacancies will not be filled until two-thirds of voting members are elected in each region. However, the Board will be reviewing the regional basis for COPA as part of the Structures Review in 18-19.

### Honorary Secretary

Andrea Nicholas-Jones

### Voting Members

Caerphilly	Steve Milsom Ralph Stevens
Pembrokeshire	Gaynor Davies Ken Davies
Bridgend	Geoff Cheetham Tony Gribben
Torfaen	Brian Price Ann Dobson
Vale of Glamorgan	Lynda Wallis Gilly Davies
Cardiff	Lyn Finn Phyllis Preece
Neath Port Talbot	Clive Owen Kirkland Davies
Gwynedd	Sue Jones Delwyn Evans
Conwy	Sylvia Challinor Cynthia Clarke
Swansea	Hazel Maguire
RCT	Angela Tritschler
Blaenau Gwent	Perry Morgan Alun Lewis

### Voting Member Vacancies

Swansea 50+ - 1

RCT Forum - 1

All other Council areas not listed above - 2

### Contact Details

administrator@COPA-charity.org.uk