

CYMRU OLDER PEOPLE'S ALLIANCE

BUSINESS PLAN FOR 2020-21

Registered Charity (Number 1174518)

December 2019 final

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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 2020-21 build on the progress made in the first two years of our existence as a charity and also respond to the challenges of developing further an effective national level organisation to represent older people's interests. We will look to maximise the opportunities presented by the refreshed Strategy for an Ageing Society to be published by Welsh Government in 2020.
2. This Business Plan will be used during 2020-21 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 (as set out in our Charity Commission registration) 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

Review of 2019-20

6. The last 12 months has been a challenging but successful second year as a charity for COPA. The main achievements were:

- A Board that has met regularly and purposefully - 6 full Board meetings.
- Further new Policies and procedures to ensure compliance with Charity Commission requirements
- Open recruitment of new Elected Trustees in N Wales and Gwent and a co-opted Trustee for N Wales
- Financial and risk management systems fully utilised
- Development of a comprehensive review of COPA structures that has resulted in successful representations to Welsh Government that Regional Forums are not needed and would be counterproductive.
- A Business Plan for 2018-19 was agreed
- Further development of our Website www.copacharity.com
- Agreement with Age Cymru was reached so that they are providing our Secretariat, venue for meetings and our Business Address. This arrangement commenced in April 2019 and has proved a great success, providing certainty and stability for COPA.
- A COPA Manifesto for Older People in Wales was developed in consultation with local forums and sent to the new political leaders in Wales in February 2019
- The Board agreed in July 2019 a Reserves Policy for COPA to meet the advice of the Charity Commission on this matter. It was also agreed that the initial level of reserves should be set at £6,000.
- Summer COPA Conference held on 6 June 2019. Speakers included the Deputy Minister for Health and Social Services, the Commissioner for Older People and a panel of experts A workshop on engagement was held. Over 60 people attended and the feedback was very positive. A Conference Report was published in September 2019.

- A successful AGM in Abergavenny attended by 20 Voting Members at which 3 amendments to our constitution and a review of our constitution in 2020 were agreed. 6 Elected Trustees were also appointed for a further 2-year period.
- 3 Motions were agreed at our AGM to set our campaigning priorities for the next 12 months, oppose legislation to increase the age of eligibility for bus passes and take forward a programme of action on Age Friendly Communities
- An increase in our Voting Members to 30 and from 16 Forums to 17 out of 22 Council areas
- Two position papers on Isolation and Loneliness and Age Friendly Communities published following consultation with Forums.
- 5 members on the Ministerial Advisory Forum on Ageing
- Membership of 3 sub-groups helping to shape the new Strategy for an Ageing in Wales
- Discussions with other national organisations for older people on a joint working concordat inspired by COPA
- Our Annual Report and Financial Statement 2018-19 agreed at our AGM and have been published on the Charity Commission website
- The Board agreed in October to the re-appointment of its Chair, Vice Chair and Treasurer and to the new posts of Communications Officer and Events Officer both of which were successfully filled

Priorities 2020-21

7. There are a wide range of issues for COPA to address in the financial year 2020-21 which will be the third full year as a Charity. However, the main priorities that will need to be targeted cover:
 - i. meeting Charity Commission requirements,
 - ii. our effectiveness as a charity
 - iii. the completion of the review of COPA structures.
 - iv. Revisions to our membership structure and constitution to reflect that Regional Forums are no longer necessary
 - v. Building partnerships with other National Older Peoples Organisations
 - vi. Effective relationships with the Minister for Health and Social Care and Commissioner for Older People, especially in relation to developing Age Friendly Communities in Wales.
 - vii. Contributing to the implementation of the new Strategy for an Ageing Society including through membership of the revised Ministerial Advisory Forum on Ageing

- viii. Working with Forums and Groups across all parts of Wales including a programme of visits to promote COPA
- ix. Increasing Voting Members and Trustees
- x. Improve Communications including developing our new Website and face book page. The priority is to find people who are willing to communicate and provide material for the web site and facebook.
- xi. Financial and Risk Management
- xii. Maximising capacity available to develop COPA through Trustees and applying for Lottery Grant to further develop COPA at a local level
- xiii. Holding an Annual General Meeting
- xiv. Publishing an Annual Report

Campaigning Priorities

The COPA Annual General Meeting agreed the following priorities:

- Isolation and loneliness (including mental health)
- Social Care (including advocacy)
- Inequalities in Ageing
- Housing (including fuel poverty)
- Transport (including Free over 60s Bus Passes)
- Equitable Funding of Forums in Wales

Whilst these priorities are meant to guide COPA and local forums and groups in their efforts to represent older people, they are of course not the only issues that are important to older people. The COPA Manifesto for Older People (2019) sets out a range of issues that impact on the lives of older people and require attention. Policy and politics are dynamic processes and new issues of concern to older people will emerge at any time. COPAs approach must be sufficiently flexible to react to such changes

The definition of older people can cover people from 50 to 110 or more in age and it is essential that we do not see all older people as one homogeneous group. All people are different and have differing needs that should be addressed taking account of their life course disadvantages, social and economic situation and health conditions. A “one size fits all” approach is not appropriate. COPAs representation of older people therefore will make sure that this range and complexities of circumstances are reflected in our policy discussions and campaigning activities.

FRAMEWORK FOR ACTION 2019-20

Aim	Objectives	Target/Progress
Charitable Priorities		
Review and change our Constitution as necessary	Review Constitution and agree any changes to be proposed Annual General Meeting in 2020. Revised Membership scheme to be devised	Working group set up October 2019 Review by end June 2020 AGM November 2020
Ensure that new COPA structure is viable and gives continuity of charity business	Recruitment of trustees as required	By August 2020
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 November 2020 -
Hold regular Board meetings that are impactful	Produce good quality timely papers to inform positive discussions	6 Board meetings a year
Production of suite of Policy Position Papers to reflect COPAs values and principles	Build on 4 papers produced in 2018-19 and 2019-20 Agree a list and timetable of further issues to cover in Position Papers and draft for consultation	Paper on Climate Change agreed at AGM Publish new Position Papers by October 2020
COPA utilises its capacity effectively to	Lead trustees for all key issues contribute	As required

<p>achieve its business priorities</p>	<p>to relevant consultations and policy development</p> <p>Volunteering Scheme for Voting Members expanded</p>	<p>Utilise offers of help from Voting Members</p>
<p>Improve our communications so that COPA is more widely and better understood</p>	<p>Develop Communications Plan including improvement of COPA website and face book page</p> <p>Produce a regular Newsletter</p>	<p>Development Plan to be agreed and monitored by Comms group</p> <p>Published in Summer and after AGM</p> <p>Ask the Forums to commit to providing an article in the course of the year for the website</p> <p>Ask each Forum to provide 2 sources of information that can be monitored to provide suitable topics for Facebook</p> <p>Find a volunteer to monitor the sources for suitable Facebook items.</p>
<p>Develop our Welsh Language Policy and</p>	<p>Make incremental progress in</p>	<p>Review implementation</p>

Action Plan for COPA	becoming a bilingual organisation	periodically at Board meetings.
Business Priorities		
Influence and contribute to the implementation of Strategy for Ageing Society in Wales	Comment on Draft Strategy Utilise our Manifesto for Older People and agreed Campaigning Priorities	To be determined by Welsh Government
Ensure good working relationships with Commissioner for Older People in Wales	COPA to engage with COP and hold discussions with her	Regular meetings and contribution to Ageing Well
Increasing COPA Voting Members and Trustees through more effective engagement with Local Forums and Groups	Strategy for engagement of non-participating Forums developed	Agree visit programme by Trustees to Forums Discuss at January meeting. Target: Voting members to be increased from 30 to 40 and from 17 to 20 Council forums/groups by Oct 2020
Operate effective partnership arrangements with the other National Older Peoples	Work with other national bodies ensure effective joint working through agreed plan on	Meetings held regularly as needed Concordat principles agreed and

Organisations in Wales	practical arrangements	implemented
Help make Human Rights for Older People a reality in practice and tackle ageism and age discrimination	Work with Commissioner for Older People	Meetings attended as necessary
Make Wales a nation of age friendly communities through the Ageing Well Programme	Utilise COPA/COP Revised Guidance in engagement with Forums. Discuss further action on Recognition Scheme with Commissioner	Follow up on Forums use of revised Guidance at meetings held Meetings with Commission as needed
Financial Priorities		
Secure Welsh Government Funding for 2020-21 and meet requirements of grant scheme	Grant offer letter received that meets expectations Regular dialogue with Age Cymru/ Welsh Government	By April Various dates
Effective systems for monitoring and use of resources are in place.	Monitor arrangements in Board meetings	Regular discussions in Board meetings Progress reports discussed at Board meetings
Agreement with Age Cymru for management of funding	Agreement in place with Age Cymru	Quarterly payments received on time
Utilise agreed risk management	Monitor 5 management risks in	Each main board meeting discussed

arrangements to ensure COPA achieves its aims	this Plan	Risk Register
Ensure audited End year Annual Accounts are produced	Engage accountant and ensure that accounts are certified and the outcomes reported to the Board	Publish after AGM on Charity Commission website
Secure new and additional funding to enable COPA to grow and be better at representing the interests of 50+ Forums across Wales	Discuss development of proposed Bid to Awards for All Seek additional funding Plan how to utilise any resources secured	By March By October Detailed Plan when funds acquired

Monitoring Arrangements

8. 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 will be used:

- Standing Agenda Item at Board Meetings - Business Plan monitoring (including spend)
- Months 4 and 8 additionally evaluate progress in previous periods
- Month 11 discuss Business Plan for 2020-21
- Month 12 Evaluate progress in year, begin to implement Plan for next year

Risk Management

9. 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.

10. 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

11. 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

12. The main source of income for COPA is a grant from Welsh Government (for 2019-20 it was £12,800). This is paid through Age Cymru on a quarterly basis. A Finance process 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 2020-21 our financial strategy should be to raise additional funds through applications for Lottery grant support. Our medium-term ambition is to become financially self-supporting.

Conclusion

11. In this the third full year of Cymru Older People's Alliance' history as a Registered Charity, this Business Plan provides a positive framework for the Board of Trustees to make incremental progress and plan how the key aims and objectives will be implemented and monitored. There is a challenging agenda of issues to address in 2020-21 but we are committed to making COPA a success and the benefits of its national role for older people's forums in Wales to be realised.

Board of Trustees

Cymru Older People's Alliance

December 2019

COPA CASHFLOW STATEMENT 2019-20

To be populated when grant resources for 2020-21 are agreed

<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	
<u>Money in (£)</u>														
<u>Funding from Welsh Government</u>		3200			3200			3200			3200			
<u>2018-19 Reserve</u>	3000													
<u>Total Money out (£)</u>														
<u>Payments</u>														

<u>Meetings</u>	6000													
<u>AGM</u>	3000													
<u>Communications/Publicity</u>	3000													

Expenditure Items

Board Expenses, and meetings with Welsh Government, Commissioner, other organisations, visits to Forums by Trustees, payments for Age Cymru office services

Publicity materials, AGM and Conference costs. Website License, Insurance

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 attend national meetings and vote at the AGM. Voting Members are the key link between local and national matters.

In the light of Welsh Government advice that we no longer need to include Regional Forums in our structure, our membership scheme will need to be revised in consultation with Forums during 2020.

Trustees

Steve Milsom – Chair - Co-opted Trustee, Caerphilly 50+
Phyllis Preece – Vice Chair – Cardiff 50+
Gaynor Davies – Treasurer – Pembrokeshire 50+
Ralph Stevens – Communications Officer - Caerphilly 50+
Lyn Finn – Events Officer - Cardiff 50+
Ken Davies – Co-opted Trustee, Pembrokeshire 50+
Sue Jones – Gwynedd Older People's Council
Hazell Maguire – Swansea 50+
Angela Tritschler – Rhondda Cynon Taf 50+
Cllr Andrew Hinchcliffe - Co-opted Trustee, North Wales

Voting Members

Caerphilly	Steve Milsom Ralph Stevens
Pembrokeshire	Gaynor Davies Ken Davies
Bridgend	Geoff Cheetham Tony Gribben
Torfaen	Brian Price Vacancy
Flintshire	Roy Davies Barry Harrison
Vale of Glamorgan	Lynda Wallis Gilly Davies
Cardiff	Lyn Finn Phyllis Preece

Neath Port Talbot	Clive Owen Kirkland Davies
Gwynedd	Sue Jones Vacancy
Conwy	Sylvia Challinor Cynthia Clarke
Swansea	Hazel Maguire Vacancy
RCT	Angela Tritschler Lynda Corre
Blaenau Gwent	Alun Lewis Judy Phipps
Newport	Keith Wood Vacancy
Carmarthenshire	Andy Kurzfeld Wyn Llewellyn
Merthyr	Brian Lewis Ceinwen Statter
Anglesey	Penny Welsby Yvonne Owen

Contact Details

Cymru Older People's Alliance

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