

**OLDER PEOPLE'S ADVOCACY ALLIANCE (OPAAL) UK  
TRUSTEES' REPORT  
AND  
ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**OLDER PEOPLE'S ADVOCACY ALLIANCE (OPAAL) UK**  
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**FOR THE YEAR ENDED 31 MARCH 2016**

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**OLDER PEOPLE'S ADVOCACY ALLIANCE (OPAAL) UK**

**TRUST INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2016**

<b>Trustees:</b>	A Booth (Chair) B Machin (Treasurer) N Morris (resigned 6 June 2016) S Hobbins (resigned 4 August 2016) C Moretto (elected 22 September 2015) J Tobutt (resigned 23 August 2016) D Hodgkinson (elected 22 September 2015) C Isaaks (elected 22 September 2015) W Nash (resigned 12 July 2016) C Wood (elected 22 September 2015) K Taylor (elected 22 September 2015)
<b>CEO:</b>	K Parson
<b>Address:</b>	Parkfield House 64 Princes Road Hartshill Stoke on Trent ST4 7JL
<b>Independent Examiners:</b>	S J Archer FCA Geens Limited Chartered Accountants 68 Liverpool Road Stoke-on-Trent ST4 1BG
<b>Bankers:</b>	Unity Trust Bank Plc
<b>Charity Number:</b>	1090182
<b>Governance:</b>	The charity is governed by a constitution dated 25 July 2000 as amended on 21 September 2010

## **OLDER PEOPLE'S ADVOCACY ALLIANCE**

### **REPORT OF THE TRUSTEES**

#### **FOR THE YEAR ENDED 31 MARCH 2016**

The trustees are pleased to present their report and the financial statements for the year ended 31 March 2016. The financial statements have been prepared to comply with the Charities Act 2011, the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 effective 1 January 2015).

#### **PRINCIPAL ACTIVITY**

The principal activity of this unincorporated association in the year under review was the development and promotion of the association so as to put it in a position to achieve its objectives.

#### **REVIEW OF BUSINESS**

The results for the year and the financial position of the unincorporated association are as shown in the annexed financial statements.

#### **GOVERNANCE**

##### **Appointment of trustees**

The Older People's Advocacy Alliance UK (OPAAL) is a registered charity whose members seek to give a strategic lead in the promotion of independent advocacy for older people in the UK.

##### **Officers**

Annually, members elect a chair, and treasurer – Andrew Booth is the elected Chair. Betty Machin is the elected Treasurer.

##### **Ordinary Members**

OPAAL's constitution allows trustees to be elected to serve two-year periods. After two years trustees may elect to serve one further two-year period after which they must stand down. Trustees can be re-elected after an absence of one year.

Eight new trustees were elected in September 2015: Sue Hobbins, Charlotte Moretto, Jonathan Tobutt, Dorothy Hodgkinson, Colette Isaaks, Wendy Nash, Catherine Wood and Kim Taylor.

Sadly we have lost Sue Hobbins as she has resigned to become a full time carer for her elderly mother. We have also lost Wendy Nash who, following the death of her mother, has emigrated and Natalie Morris who was unable to continue due to the pressures of her new job. Jonathan Tobutt has also suffered the loss of his partner and has decided to pursue his idea of establishing bereavement support for the LGBT committee. He has therefore tendered his immediate resignation.

##### **Risk management**

The trustees have considered the risks to which the charity is exposed and have taken steps to minimise these, taking into account the actual liabilities the organisation faces. The trustees have agreed to maintain a minimum reserve of three months running costs to ensure that the organisation can meet its obligations in the event of current contracts and other funding ceasing.

We committed to sustaining existing partnerships in particular those with Macmillan Cancer Support, developing new partnerships, renewing our efforts to work more closely with government departments, exploring new ways of working with others and expanding our income streams to include hitherto untapped resources.

Our Business Plan is due to be reviewed in 2016. In March 2016 we held a joint Staff/Trustee Focus Day to begin to develop this work. The day was externally facilitated by Karen Morton of the Capability Company and was hugely successful with all trustees and staff in attendance. Outputs from

this day led to various developments including a new 2016 – 2020 Business Plan which has now been drafted and will be available for consultation later this year.

### **Public Benefit**

When planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit and acted accordingly.

### **Appointment of Independent Examiners**

Our appointed independent examiners are S J Archer FCA, Geens Limited, Chartered Accountants of 68 Liverpool Road, Stoke-on-Trent, ST4 1BG.

### **Responsible staff**

Kath Parson is the charity's Chief Executive, Marie McWilliams and Angela Broadbridge are our Development Officers. Anne Smith maintains financial records, whilst OPAAL's administration and administrative arrangements for members are the responsibility of Debbie Woodward. Anne and Debbie are based at the Beth Johnson Foundation.

We have successfully reviewed our service level agreement with the Beth Johnson Foundation and have moved our office base to a much larger office to ensure we can continue to meet current staffing needs and plan for future expansion. We also have access to a large storage facility enabling us to turn our attention to the proper archiving of OPAAL's materials during the coming year. We are very grateful to the Beth Johnson Foundation for its continuing support.

During 2015 - 2016 OPAAL staff have responded compassionately to significant staff absences resulting from a family illness in Marie's family. All OPAAL staff have unreservedly assisted Kath in covering Marie's work. However this situation inevitably placed added strain on our Chief Executive over a twelve month period. Trustees are grateful for her continued leadership, drive and commitment to OPAAL and our staff during this time.

We are delighted that with an upturn in her family situation Marie has now returned to her full hours enabling our CEO to fully focus on the strategic work necessary to better position OPAAL for a sustainable future.

With the support of our main funder the Big Lottery, OPAAL successfully advertised for an additional staff member to take over some of the work of Marie McWilliams who reduced her hours by half in June 2015. Pamela Hill joined us as Development Officer on 10 August 2015 and worked with us until 31 March 2016. Pam's responsibilities involved covering half of Marie's work taking on specific responsibility for our Partnership Development Hub and finalising our COPA Quality Standards.

Angela Broadbridge joined us in March 2015 and has proved to be an excellent member of the team quickly establishing a rapport with OPAAL trustees, staff and partner organisations. Angela is leading on our new Cancer Voices and SANOFI projects, and assisting the CEO with several key development areas of work including working with Marie on OPAAL consultations and leading on our social media work.

## **OBJECTS, ACTIVITIES AND PERFORMANCE**

The charitable object of the Older People's Advocacy Alliance UK (OPAAL) is:

“the relief of elderly persons in the United Kingdom through the promotion and development of independent advocacy services and the establishment of standards and quality frameworks for the delivery of such advocacy”.

We are ambitious and want to better serve older people, their advocates and carers by:

influencing the provision of independent advocacy for all older people, particularly those who are most vulnerable.

being the premier national infrastructure organisation focusing on the provision of independent advocacy for older people.

The organisation's activities are summarised below:

### **EXTERNAL Partnerships and joint working**

- In September 2015 OPAAL opened talks with REMPLOY concerning the potential to deliver the national Experts by Experience Programme. After several weeks of talks we decided that the most productive way forward was to recommend members to take up these contracts. Several members have now done so.
- Talks have been held with a range of partners across the UK to develop collaborations, joint bids and closer working practices. These include our member organisations, those working in the fields of older people's services, health, academia, and government departments as well as in advocacy.
- OPAAL's Partnership Development Hub has continued to meet during this period and begun to develop several joint funding bids. The addition of a training session prior to the business meetings has had a beneficial effect in attracting more members to meetings.
- In addition OPAAL has worked closely with the following organisations: The National Development Team for Inclusion, Macmillan Cancer Support, Beth Johnson Foundation, Dorset Advocacy, Sefton Pensioners Advocacy Centre, AGE UK Gateshead, Help & Care Bournemouth, Age UK Bristol, Sandwell Advocacy, Oxfordshire Advocacy, Knowsley Pensioners Advocacy and Information Service, Independent Community Advocacy Network North, Age Connects in Cardiff, Age UK Northumberland, Advocacy in Somerset, Older Citizens Advocacy York, Advocacy in Barnet, and Impetus in Brighton.
- OPAAL has also negotiated good working relations with a number of organisations providing specialist services, these include financial consultant Peter Stone Consulting Limited, Helen Sanderson Associates, TWOCAN Associates, Huddle Digital, Age UK Camden LGBT, Patient Powered Medicine, BRAP, Get Heard Consultants, Split Dimension Ltd and the universities of Birmingham, Southampton and Manchester.

### **The OPAAL - Macmillan Cancer Support Partnership. Strategic**

- Work undertaken in partnership with Macmillan Cancer Support during this period has further strengthened our relations and led to closer collaboration and involvement by OPAAL in a wider range of Macmillan activities. Amongst other activities, we exhibited and spoke at two national conferences helping develop a deeper shared understanding between our two organisations. We were successful with our submission to The Christie for their Oncology Conference: A Better Prospect for Cancer, exhibiting there and presented a poster outlining the key achievements of the COPA programme.
- Having previously submitted a successful application to the Big Lottery Flagship £1,000,000 fund and matched funding from Macmillan Cancer Support, this programme of work has gone on to attract three new delivery partners regionally funded by Macmillan.
- Early in 2016 we learned of the new Big Lottery Accelerating Ideas Pilot. This fund is to help established programmes of work expand their work, in particular with the Celtic Nations. OPAAL have established our eligibility to apply for this funding. During 2016 – 2017 we will be working with Macmillan and potential new partners in Scotland and Wales to develop a significant bid with the aim of securing continuation funding for the next 3 – 5 years.
- In October 2015 OPAAL co-ran two successful workshops at the annual Macmillan Cancer Voices Conference and we have been invited to repeat this in 2017.
- In November 2015 Macmillan committed a further £70k to fund a national overarching evaluation of the COPA programme. This led to a commissioned piece of work to the value of £13K for OPAAL to oversee this evaluation alongside Macmillan Cancer Support during 2016 – 2017.

- During 2016 - 2017 we will be supporting our twelve delivery partner organisations to develop up to 25 older people affected by cancer (OPABC) stories for a new publication to be published in the autumn of 2016. These stories will be analysed using an 'open coding' system by Patient Powered Medicine and funded by Macmillan Cancer Support.
- In December 2015 our development Officer Marie McWilliams successfully applied to become a Macmillan Professional. This status attracts additional resources to fund continued professional development, including extra training and free conference attendance.
- This highly successful partnership continues to develop, cementing our relations and laying the groundwork for future programme expansion.

### **The OPAAL – Macmillan Cancer Support Partnership: Operational**

- During 2015 - 2016 OPAAL visited all delivery partners, interviewed 28 volunteers in 11 locations and produced "The COPA Volunteer Experience" report to inform the mid-term evaluation.
- We held an OLGBT training session and circulated training materials, held a "Working Together for Change" (WTfC) webinar, developed implementation plans for one page profiles for volunteers, planned 4 regional WTfC events and follow up in 2016.
- We built a new SAM database, delivered training to our Delivery Partners and planned a new SAM Working Group.
- We also developed a "new delivery partner welcome pack" to support all future delivery partners. We ran Complex Case training and developed an online Shared Learning site for staff not usually in a position to network with COPA colleagues. In addition, we ascertained future training needs and developed a training programme.
- In the period we recruited 91 new peer volunteer advocates, supported 613 OPABC with 624 opened cases & 5921 activities, recruited 70 new cancer champions and published 120 blog posts. We had blog posts published by both BIG Lottery & National Voices.
- Delivery partners held quarterly Local Cancer Champions Board meetings, local management meetings & sent representatives to the National Cancer Champions Board and the National Health Professionals Board. All Boards present opportunities for older people affected by cancer to lead on present and future COPA development.

### **OPAAL Partnership Development Hub**

- Partnership Development Hub meetings in December 2015 and March 2016 were led by Pamela Hill who took over temporary responsibility during Marie McWilliams' absence.
- Two papers were produced evidencing need and anticipated outcomes for two outline funding applications for projects on Dementia and Long Term Conditions (LTC's) based on the COPA delivery model.
- Pre Hub meeting training sessions, begun in March 2015, have proven to be popular with members. This free training offers an opportunity to broaden knowledge and skills and allows participants to share best practice.
- Training sessions were held on: Providing appropriate services to the OLGBT community, Effective Partnership Working and on the Conscious Ageing Trust and Dialog.
- Hub members contributed to the revision of the National Advocacy Costing Model, providing both budgetary input and feedback on proposed changes to the model.

- The COPA Quality Standards for the delivery of advocacy support to older people affected by cancer were reviewed by Hub members.
- Hub members expressed serious concern about Local Authority commitment to independent advocacy in the implementation of 2014 Care Act. OPAAL used member feedback to develop an influencing article published in Community Care magazine.
- Members continue to prize the networking and partnership opportunities offered by the Hub. They point to its value and what it's trying to do; relationships develop as a result of attendance and working with other members is beneficial. They tell us that the Hub has value and insight, builds confidence and increases awareness and this helps with local work.

### **BIG Assist awards**

- OPAAL successfully applied for further voucher funding from BIG Lottery's BIG Assist programme for Third Sector infrastructure organisations. This enabled us to completely review our existing Advocacy costing Model with members of the OPAAL Partnership Development Hub. This updated model has been shared with members and will be used to inform all future OPAAL funding bids. We are grateful to the Big Lottery for their continued support.

### **Communications, Social Media and information sharing**

- OPAAL supports direct telephone and email enquiries from members; increasingly these relate to funding, partnership work, commissioning practices, training opportunities, and requests to be put in touch with others, as well as the big changes affecting older people regarding care, health and housing.
- OPAAL holds occasional free training events for members and its AGM in September is always an opportunity for members to network as well as hear key presentations from leaders in their field.
- OPAAL's website is a key way for sharing information, materials and papers; the website was revamped and relaunched in September 2015.
- OPAAL continues to issue a comprehensive bi-monthly news bulletin that is highly valued by members.
- OPAAL's COPA programme blog site [www.opaalcopa.org.uk](http://www.opaalcopa.org.uk) is doing very well indeed. We have published 427 articles, have over 500 followers and had around 33,000 viewings. Our OPAAL Twitter account has over 700 followers, our COPA account has almost 300 followers and our Facebook account remains active.
- OPAAL staff and trustees have received social media training by Sound Delivery and staff have developed a social media plan and social media policy. Tweeting daily and engaging on Twitter has seen OPAAL's following grow; plans are in place for trustees to contribute more widely to social media content.
- OPAAL have been supported by LASA in their Connecting Care programme to develop a new IT strategy, refresh and review IT policies and develop new backup and acceptable use of IT policies. A new social media policy was agreed during the reporting period.
- OPAAL published articles in publications including Mature Times, Community Care, Mac Voice and Older People's Nursing in the reporting period.

### **New Projects – Department of Health Cancer Voices**

OPAAL's Older People's Cancer Voices project is progressing well; OPAAL launched 4 key films amplifying older people affected by cancer's voices. These were viewed over 800 times in their first



three months. Training materials have been made available on our website and plans for a 'how to guide to influencing' are underway. Current films will be used to support this toolkit and are aimed at encouraging referrals, encouraging new volunteers, and supporting commissioners to see the value of our COPA work. An interim evaluation of the project recommended that future films bring older people's stories more to the fore; new films will build on this in 2016.

## **AWARDS**

The Sanofi Gold Award OPAAL won in 2014 is supporting OPAAL to deliver a programme of work improving and promoting patient empowerment; OPAAL is currently recruiting older people affected by cancer (OPABC) to be trained to deliver advocacy awareness training to health and social care professionals and commissioners to improve awareness of advocacy and raise the status of the voice of OPABC. The project's delivery date was extended to the end of February 2016 to allow us to work with more volunteers. We trained 11 older people affected by cancer across four partner projects. We learned that the trainer role is a special role; we recruited older people affected by cancer with the confidence to tell their story to health and care professionals and with the skills to condense their own story and be able to adapt this to different audiences. The project has opened doors for us into new conversations with health and care professionals and it is hoped that this will yield new referrals.

OPAAL entered a joint application with Macmillan into the Quality In Care Oncology 2016 Awards under the Patient Engagement category; unfortunately we were unsuccessful but feedback suggested we should try again next year.

## **Influencing**

- A major issue for OPAAL members continues to be public spending cuts and the subsequent impact on the commissioning and provision of advocacy. OPAAL plans to work more closely with commissioners, both nationally and locally, to raise awareness of the need for advocacy for older people during the coming 12 months.
- OPAAL worked with The Mental Health Foundation (Lead Partner) and other advocacy leaders alongside the whole advocacy sector, in supporting them in the development of a governance framework for the new Advocacy Action Alliance.
- We have responded to a number of consultations this year including responding to NICE consultations on Older People's Mental Health and Reablement for Older People with Long Term Conditions and the Law Commission on Deprivation of Liberty Safeguards.
- We had an opinion piece published in Community Care setting out concerns members shared with OPAAL about the commissioning of advocacy under The Care Act (2014). OPAAL contributed to the development of work by the Universities of Birmingham and Lancashire and the Social Care Institute for Excellence investigating how Care Act Advocacy is commissioned, and we continue to regularly update members on developments in this area.
- OPAAL is committed to working with members and partners to gather intelligence to further extend our influencing impact.

## **Performance and organisational development**

- OPAAL's new Board of Trustees has focussed energies this year on learning more about the organisation, planning and attending a very successful Staff and Trustee Focus Day, and reviewing the roles and responsibilities of our Trustees.
- In addition the Board embarked on a review of all OPAAL organisational policies which we expect to be completed by the end of 2016.
- Trustees reviewed our strategic priorities below for the coming year as laid down in our new draft Business Plan.

- Several trustees have been very proactive leading on key pieces of work and attending conferences and events on behalf of the board.

#### **Four Strategic Priorities**

1. Secure a sustainable future for OPAAL with a healthy and diverse membership.
2. Innovate in the development of a wider range of independent advocacy services.
3. Developing the evidence base for independent advocacy, in a way that blends user experience with its impact on professional practice and financial considerations.
4. Develop the business case for the provision of independent advocacy for older people affected by cancer.

With these priorities in mind we have identified six particular areas for development:

1. Extend our membership beyond advocacy providers
2. Work with the experiences of members and older people to inform and shape our future work programmes.
3. Upscale our Partnership Development Hub activities including increasing our fundraising activity.
4. Use learning from our COPA Programme and Older People's Cancer Voices work to develop new relationships with UK wide providers, funders, academics and new national partners.
5. Continue to strengthen the organisation, investing in staff and trustees and improve our media presence.
6. Upskill OPAAL staff and trustees re the legislative and policy frameworks of all UK countries to enable greater engagement with advocacy provision across the UK.

#### **Achievements, conclusions and future plans**

- During the reporting period OPAAL continued to build its reputation and profile as a respected umbrella organisation for the older people's advocacy sector. One indication of this is the increasing demands placed on our Chief Executive to work more closely with government departments and other national bodies, and to play a part in overseeing research and development initiatives. OPAAL's financial position has improved considerably during 2015 - 2016 enabling the charity to build higher reserves and plan for the longer term.
- OPAAL's Trustees are deeply committed to supporting staff to maintain this success and aim to lead to a sustainable future for many years to come.
- OPAAL's board is planning new areas of work for the organisation for which it can seek funding. These include working more closely with commissioners, working more closely with our membership and through them providing advocacy for some of the most vulnerable older people in residential care homes and hospitals; for older people with learning disabilities, for the older LGBT community, for those battling with mental health problems and dementia. We will also support volunteer advocacy and benchmarking and we will work to demonstrate the value of advocacy to key stakeholders.
- We want to secure adoption in England and Wales of OPAAL's definition of Independent Advocacy.
- We aim to renew and further develop our relationships with advocacy and other organisations in Wales.
- We aim to further increase the number of OPAAL members.
- We aim to play a leading role in supporting the continued development of the new Advocacy Action Alliance, encouraging OPAAL members to actively support this new body.

- We aim to produce a wide range of tools to support awareness raising of the impact of independent advocacy. These tools will include four new films featuring a wide range of stakeholders.
- We aim to expand our Board of Trustees in 2016 to attract a wider range of skills, knowledge and expertise.
- We are interested in investigating potential new partnerships with NGOs supporting older people with long-term conditions.
- OPAAL seeks to work in partnership with and influence other national organisations to achieve its aims.
- We will publish our Older People's Advocacy Manifesto in 2016 building on work done with members in the reporting period to develop Five Key Policy Asks for older people's advocacy

## **FINANCIAL REVIEW**

The income for the year 2015 - 16 from all sources amounted to £602,850 (2015: £439,825) and expenditure in the year was £574,754 (2015: £437,344). These figures represent an increase in income of 37% and an increase in expenditure of 31% compared to the previous year. The surplus of £28,096 (2015: £2,481) is added to reserves brought forward giving total reserves at 31 March 2016 of £53,221 (2015: £25,125).

### **Reserves policy**

The charity funds its on-going expenses from grants receivable and adopts its level of expenditure to available income. OPAAL maintains reserves of at least three months running costs, all of which are unrestricted funds, which is invested in a higher interest deposit account with Close Brothers Limited and aims to manage its resources with a view to increasing this amount year on year. This is the culmination of a transition over a number of years in which unrestricted reserves have increased as a proportion of the whole. We aim to hold unrestricted reserves equivalent to six months running costs as a contingency in the event of wind down.

Signed on behalf of the trustees on 19 September 2016

Andrew Booth, Chair

Betty Machin, Treasurer