

THE ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES

England & Wales · Charity number 299154

Details

Other names	THE ASSOCIATION OF DIRECTORS OF SOCIAL SERVICES, ADASS
Status	Registered
Legal form	Other
Registered	1988-04-26
Register	View on the Charity Commission register

Contact

Address	18 Smith Square London SW1P 3HZ
Phone	02070727433
Email	team@adass.org.uk
Website	www.adass.org.uk

Activities

Objects: (A) TO PROMOTE THE EDUCATION OF THE PUBLIC IN MATTERS OF SOCIAL POLICY, SOCIAL ORGANISATION AND SOCIAL PROBLEMS. (B) TO PROMOTE THE RELIEF OF THOSE NEEDING CARE, SUPPORT OR SAFEGUARDING AND THE PRESERVATION AND PROTECTION OF PHYSICAL AND MENTAL HEALTH FOR THE BENEFIT OF THE PUBLIC.(C) TO PROMOTE THE PRESERVATION OF FAMILY, FRIENDSHIP AND COMMUNITY LIFE FOR THE BENEFIT OF THE PUBLIC.(D) TO PROMOTE INCLUSION OF OLDER, DISABLED AND MENTALLY ILL PEOPLE IN ALL ASPECTS OF SOCIETY.

Activities: To promote the education of the public in matters of social policy, social organisation and social problems.To promote the relief of poverty.To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the publicTo promote the preservation of family life for the benefit of the public

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes
- **Who:** Other Defined Groups

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£3,348,385	£3,510,225	£2,346,108	18
2023-12-31	£2,788,954	£3,039,133	£2,445,892	13
2022-12-31	£2,165,748	£2,089,241	£2,696,071	14
2021-12-31	£3,543,825	£3,196,714	£2,619,564	15
2020-12-31	£3,286,454	£2,931,195	£2,272,453	11

Trustees

Name	Role	Appointed
Beverley Tarka		2021-04-28
Caroline Baria		2022-02-02
Iain MacBeath		2019-04-30
Jessica McGregor		2024-04-24
Martin Samuels		2023-03-13
Melanie Williams		2022-04-28
Nicolas Robert Grant Presmeg		2023-04-26
Phil Holmes		2025-04-27
Richard Humphries		2020-10-12
Richard Parry		2023-03-26

Accounts

Report of the Trustees and
Financial Statements
for the Year Ended 31 December 2024
for
The Association of Directors of Adult
Social Services (ADASS)

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

**Contents of the Financial Statements
for the Year Ended 31 December 2024**

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**Report of the Trustees
for the Year Ended 31 December 2024**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2024. The trustees have adopted the provisions of 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 2019).

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The constitution of ADASS sets out the following charitable objects:

- a) To promote the education of the public in matters of social policy, social organisation and social problems.
- b) To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.
- c) To promote the preservation of family, friendship and community life for the benefit of the public.
- d) To promote inclusion of older, disabled and mentally ill people in all aspects of society.

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act, or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

**Report of the Trustees
for the Year Ended 31 December 2024**

ACHIEVEMENT AND PERFORMANCE

Our impact in 2024

In 2024, ADASS continued its vital advocacy work amid significant political change. The earlier-than-expected general election shifted our approach from official meetings to more public-facing communications as we adapted to influence both during the campaign and throughout the new government's transition to power.

Our advocacy remained focused on three critical priorities: addressing the workforce crisis in adult social care, improving support for unpaid and informal carers, and redirecting resources toward early intervention and home-based support rather than crisis-only care. This report outlines our progress across these priority areas throughout 2024, including our efforts to influence the new government's policy direction.

We sustained our commitment to member development through resources, communications, and events. Internally, we completed both governance and membership reviews, implementing recommended structural changes to enhance organizational effectiveness.

1. How we approach our work

A. Equity, equality, diversity and inclusion

Social care must be inclusive which is why ADASS has prioritised equity, equality, diversity and inclusion (EEDI) as a key objective across all our work. Our Equity, Equality, Diversity and Inclusion Network (previously EDI Action Group) met three times in 2024. Members shared learning and actions being taken in regions to improve approaches to EEDI.

We have continued to support Skills for Care with the Social Care Workforce Race Equality Standard (SC-WRES), a programme designed for social care organisations to achieve anti-racist workplaces. In 2024, 76 councils participated. We also pursued a joint piece of work with PCH and regional commissioning networks to develop guidance and principles on how EEDI can be achieved through the commissioning role.

ADASS staff team discussed EEDI throughout 2024 to develop and agree a vision for EEDI which is reflective of the team, the organisation and our members. It will be published alongside an action plan to realise it in 2025.

B. Co-production

ADASS continued to expand its co-production work in 2024, working with people who need and draw on care and support, to develop and design improvements in the way care is provided. We focused our efforts on policy work and events.

At Spring Seminar in 2024, lived experience speakers featured on most panels and we co-ran a dedicated session on co-production. At the National Children and Adult Services Conference (NCASC), every adult services workshop included a lived experience speaker. We worked very closely with the National Co-Production Advisory Group to co-design a co-production room featuring workshops about co-production - these were some of the best attended sessions of the event. We also facilitated a series of lived experience-led 'Big Chats', offering support where needed. While not strictly co-production, we do continue to have funded places for lived experience delegates at NCASC and our organisational annual event Spring Seminar.

Policy wise, we began the process of co-producing policy positions by developing a position on care closer to home. We worked with Think Local Act Personal (TLAP) to include questions about co-production in our Spring Survey.

In the Autumn we began co-producing a co-production vision for the organisation, led by a Steering group including ADASS staff, trustees, policy leads, regional representatives and colleagues with lived experience. This will continue to be developed and implemented in 2025.

2. Influencing policy in adult social care

**Report of the Trustees
for the Year Ended 31 December 2024**

Our policy work allows us to both develop policy positions which we use to influence decision makers externally, and to support members with the implementation of policy and sharing effective practice.

A. Building an evidence base about adult social care

ADASS has continued to leverage the unique position of its membership, to provide professional input and data and evidence from Directors and their councils about state-funded adult social care.

In 2024 we undertook two surveys of our members. The first was our Spring Survey, published in July 2024, which received a 95% response rate from Directors. This survey found that the financial situation facing Directors of Adult Social Care is as bad as it has been in recent history, with the savings required for 2024/25 at their highest levels since 2016/17. We also garnered new insight from members on the increasingly levels of complexity of need of people accessing care and support, something that is not currently measured by national data collections.

The data also showed that investment in prevention is falling as councils have to prioritise funding to those people with the highest levels of need, which is counter to government commitments to shift from sickness to prevention. The impact of NHS pressures and activity being shifted to adult social care was also a key finding of the survey, with tasks being delegated to frontline care staff from the NHS without funding and support, as well as people accessing Continuing Healthcare being reviewed more often and increased instances of them becoming the responsibility of adult social care.

The ADASS Autumn Survey, published in November 2024, had an 86% response rate from Directors. The survey built on findings from our Spring Survey and showed that the financial pressures facing adult social care intensified as the year progressed, leading to the increased likelihood councils would be overspending by the end of 2024/25 and leading to Directors having to make additional in-year savings to already stretched budgets. In terms of influencing government agendas, the survey also asked question on prevention and the barriers to implementing preventative measures, the extent to which Directors had confidence in the newly introduced of Client Level Data collection and the future policy direction of the Better Care Fund.

The information and insight gathered through these surveys has been central to ADASS advocacy work in 2024 (see sections F. on Raising awareness and influencing change and G. on Public affairs and parliamentary influencing).

B. Workforce - fair pay and conditions for people who work in social care

A well-supported adult social care workforce is essential to ensure high quality care and support, yet the sector persistently faces low levels of staff recruitment and retention. That's why, in 2024, ADASS continued its work in this area.

Our Workforce Network met five times, and was led by two new co-leads - one DASS (Director of Adult Social Services) and one PSW (Principal Social Worker). Sharing and learning from work taking place locally and regionally was shared within the Network. One co-lead represented ADASS at an Adult Social Care APPG meeting in Spring, and the other represented ADASS in delegated healthcare task discussions with government.

The co-leads, alongside the ADASS President and CEO, also represented ADASS on the Skills for Care Executive Group to support its workforce strategy development. The strategy was launched at an in-person event in July where our President spoke on a panel about the importance of having enough of the right people coming into the social care workforce. Our Immediate Past President of 2024 also became a Skills for Care Trustee in September.

International recruitment

ADASS regional networks continued to share workforce priorities to connect learning and identify potential areas of collaboration. An international recruitment dashboard was put in place, administered by the West Midlands ADASS regional network, informed by information received nationally.

**Report of the Trustees
for the Year Ended 31 December 2024**

Our policy position was updated to reflect our position, it suggested a focus on those already in the country was key, so regional hub funding was realigned to support those in greatest need. We held regular meetings with DHSC to provide insight and learning on international recruitment, to help shape the national approach and policies.

Supporting new DASSs

Turning our focus to our own members in senior leadership positions, we worked with DHSC and Skills for Care on a development programme for aspiring and new DASSs. Skills for Care were able to absorb aspiring DASS needs into their programme. Meanwhile we are awaiting the outcome of a possible DHSC-backed programme for new DASSs.

C. Better support for carers

Without England's circa five million unpaid carers, millions more would not have the care and support they need. But carers get too little support to balance other life commitments and maintain their wellbeing alongside the caring they do for a relative or friend. In 2024 we continued to highlight the incredible work carers do, too often for free, including through launching a new Supporting Carers Hub at Spring Seminar in April. It was launched on stage by our outgoing President Beverley Tarka in a session with our project partners Carers UK and Carers Trust. The Hub is a storehouse of good practice and great ideas from social care teams and other organisations on how they're improving support for carers, so that they can balance their caregiving responsibilities with other commitments in their lives. The Hub has more than 40 examples of great practice and has had 7.3K visitors since launch.

We were also pleased that the Hub was included and recommended in the Minister for Social Care's annual adult social care winter letter for 2024/25. We continue to centre carers in sessions at the events we run, support partner organisations with their campaigns and influencing, and highlight and amplify the work carers do.

D. More early support, closer to home

Care closer to home can increase people's independence and prevent them from needing hospital or residential care, reducing pressures on health and social care. In 2024, we stepped up our work on prevention in line with the new Government's three strategic shifts for health: moving care from hospitals to the community, shifting from analogue to digital systems, and prioritising prevention over treatment.

We began the year providing a written submission to the Health and Social Care Committee's Prevention Inquiry in January 2024, through to our Early Priorities for a New Government document that was sent to all major political parties prior to the General Election. We also established a Sustainable Health and Care Forum with strategic leads, plus Continuing Healthcare (CHC) and Better Care Fund (BCF) co-leads, who worked alongside regional representatives.

Working with NHS England

NHS England (NHSE) colleagues attended the forum seeking feedback on their publications, including their PLACE toolkit about community health. We also submitted a consultation response to the NHS 10 Year Plan and provided input into the Neighbourhood Guidance publication, both of which have a focus upon supporting people to remain at home via community-based care and support.

The ADASS Presidents Team have been members of both the working groups for the NHS 10 Year Health Plan and Neighbourhoods policy groupings, ensuring adult social care input into the planning of both. Both themes were the focus of NCASC sessions and there have been meetings with senior civil servants and wider ADASS members to take these forward.

Continuing healthcare

We worked with ADASS regions to collate feedback about continuing healthcare (CHC) processes to inform our input into CHC roundtables with DHSC and NHSE. CHC funding is essential in supporting people to get home and remain there.

**Report of the Trustees
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Better Care Fund

We provided strategic input to inform the 25/26 reform of the Better Care Fund (BCF). Working with our policy leads, we began to position our policy for reform beyond 2026. This supports a further shift to prevention and community support whilst recognising its current essential funding of core services.

E. Improving policy and practice

We have continued to represent members' views nationally by making representations in partnership with the British Association of Social Workers (BASW) around the Mental Health Bill, for example, asking the Government to consider amendments to the current Deprivation of Liberty Safeguards. We also surveyed members around Right Care, Right Person and used examples to press for national changes to the national oversight mechanisms, working with members to consider whether to support changes to enable Social Workers and other professionals to apply for access to people's homes where there are safeguarding or welfare concerns, and access is being denied. In addition, we started work on principles to support regions to develop agreements around the use of agency professionals.

F. Raising awareness and influencing change

We know that effective communications are vital to ensure ADASS and its members voices are heard in public debates and discussions. We transformed a 2023 review of our communications and influencing work into a new communications and influencing plan, launched in 2024.

Alongside building ADASS' share of voice on social care issues, the plan was premised around ADASS helping to build a movement of members and allies to change the story about social care, so that more people and policy makers understand the value and impact of social care and the need to invest in it further to ensure everyone who needs care feels well supported.

By increasing the size of the communications team, we have increased the frequency with which ADASS is able to share the voice and views of our President and members, advocating for improvements via media, social media and MP engagement. We have been able to respond reactively more frequently owing to increased capacity, we tried to focus our work - especially proactive work - on our three policy priorities: workforce, carers and early support, closer to home.

Media coverage

During 2024 ADASS statements, comments and work was mentioned 2,991 times by a total of 560 online, print and broadcast media outlets. This represents a year-on-year increase of 36.4%. At least a fifth were in national media outlets with the remainder in sector press, regional or local media titles.

Spotlight: 'Newsjacking' with our Autumn Survey

The new Chancellor's Autumn budget included an increase in employers' national insurance contributions (ENICS) alongside increases in the National Living Wage and ongoing inflation. Together, these represented a risk to providers whose costs would increase dramatically. We used our Autumn Survey report released in November to provide evidence to journalists that DASSs were already struggling to balance the books before even the new measures were announced, garnering national media coverage. We continued to comment on the story and used a press release to launch NCASC, along with the President's Speech on the opening day, to highlight the financial gap between the cost of adult social care to councils and the funding available (over £1bn). By inserting our data and voice into a relevant story, we secured more than 325 pieces of media coverage including national broadcast, and were also able to support the Local Government Association (LGA) and other sector partners and providers to raise awareness of the risks such as contract hand backs.

**Report of the Trustees
for the Year Ended 31 December 2024**

We continued to secure significant coverage in social care sector media outlets, including being commissioned to write 16 opinion pieces about key issues including what we were calling for from political parties ahead of the general election, the interface between health and social care, prevention, delegated healthcare activities and preparing for adulthood.

Social media

ADASS focuses on audiences on Twitter/X and LinkedIn for its social media engagement. We also started a new account on Bluesky. We've continued to focus efforts to improve the quality of our content to improve engagement, including using infographics, imagery and engaging in conversations about our priority issues/responding to other organisations' reports and interventions. We have an active and engaged LinkedIn audience, our engagement rate for 2024 was 8.18% and highest performing post, at NCASC, secured 3,250 impressions.

Website

We launched a new website, introducing a clear brand style and much simpler navigation. The new website is both a membership and advocacy tool as it enables us to share our resources, policy and media outputs, and we introduced a revamped blog to give voice to our Presidential team, members and partners around key topics. Since its launch on July 1st 2024, the new website has been widely used and well received. Between July 1 2024 and December 31 2024 we received 44,428 visitors, compared to 23,800 for the same period in 2023 - this represents an increase of 87%.

We have also promoted the website more readily on social media channels and asked our Trustees and staff to do the same, which has resulted in significantly better engagement with our key publications. For example, the ADASS Spring Survey 2023 received just 938 views on our old website, whereas the 2024 Spring Survey garnered 4,841 views - representing a year-on-year increase of 416%.

We've had many people get in touch to share their positive experiences after visiting the new site. Here are just a few of their thoughts:

- "Just had reason to go to the ADASS website - and wanted to feedback how great I think the new site is. Accessible, clear, outward facing, links to key news etc. "
- "Just wanted to say the website is looking so good! Going through to find some things (which is now super easy) and it's great to see so much content on there."
- "It looks fabulous. Well done all round. Much more modern, much more accessible, much better reflection of the great organisation that ADASS is!"

G. Public affairs and parliamentary influencing

We adapted our public affairs work plan significantly in 2024, after the announcement of a General Election.

Ongoing parliamentary engagement

Before the Election, we continued to share ADASS reports, statistics and written briefs with a target list of MPs and peers around key moments to grow our relationships and maximise influence. ADASS was referenced directly by name in the Houses of Parliament nine times in 2024. This was across both chambers and in a range of activities including debates, written briefings and oral evidence sessions. The Secretary of State, Care Minister and various peers referenced our surveys and other research, with our data on budgets, workforce and waiting times particularly prominent.

We used our survey data to respond to several key parliamentary influencing opportunities in 2024 including the provisional local government finance settlement consultation, Spring Budget and Autumn Statement fiscal events, as well as the Low Pay Commission consultation and NHS 10 Year Plan. We also responded to parliamentary committee calls for evidence such as the Public Accounts Committee inquiry into Reforming Adult Social Care in England, along with written briefings to Parliamentarians such as the House of Lords debate on the state of adult social care and the case for a comprehensive strategy and further support for unpaid carers.

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General Election engagement

Once the General Election campaign was called in May 2024, we used the six-week campaign period to strategically influence the debate, build relations with the main parties, and prepare for a new cohort of MPs.

We produced a two-page PDF with our key election asks around our three policy priorities calling for: Early support, closer to home; fair pay and conditions for the social care workforce; and a new deal for carers. We included short term asks (two years), medium term (five years) and longer term (10 years) and shared it with party leaders. We were able to work with partners to develop a list of prospective parliamentary candidates with an interest in adult social care, and shared the asks with them. We also socialised the document with sector partners, put it on our website, and promoted it on social media to expand its audience.

We joined a cross-sector coalition that met thrice weekly to share intelligence and insight on how adult social care would feature in the debates and a new government. We were also one of the signatories on a letter coordinated by the LGA to all party leaders to reiterate the huge value of adult social care and request it be included in party manifestos and priorities. Our Associates wrote a letter to the party leaders, calling for more and better inclusion of adult social care issues in the debates, which was published in The Times newspaper.

Post Election engagement

After the election, we began to build relationships with the new Minister and Secretary of State plus their staff, securing meetings and writing to them - both unilaterally and with partners. We developed a document entitled Early priorities for a new Government which we shared with ministerial and parliamentary contacts. Our President attended the Labour Party Conference to speak at various events on adult social care, and to network with the new Government - she was able to attend events with both the new Minister and Secretary of State, and reflected she had not "heard social care talked about as much in a generalist conference".

We sent an introductory brief to all MPs entitled 'What is adult social care', to introduce ADASS and key information on the state of adult social care in England. A dozen meetings were secured, including with MPs who ended up on the Health and Social Care Select Committee.

3. Supporting our members

A. Sector-led improvement of social care

ADASS and the LGA are Partners in Care and Health (PCH). This programme is funded by Department of Health and Social Care via three main contracts, 'Core Infrastructure' for LGA and ADASS respectively and 'PCH'. This is offered to councils without charge. The ADASS Core Infrastructure funding is largely distributed to the nine ADASS regions, funding one or more staff members and a vast array of mutual learning, peer support and challenge mechanisms.

PCH supports councils to improve the way they deliver adult social care and public health services and helps government understand the challenges faced by the sector. The programme is a trusted network for developing and sharing best practice, developing tools and techniques, providing support and building connections. In 2024, ADASS regions and the national programme supported councils to prepare for CQC alongside post CQC support. PCH also supported councils across a number of workstreams such as digital, workforce, working with people and commissioning.

In 2024, the PCH Continuous Improvement Programme delivered:

- " 377 direct improvement support offers in calendar year
- " 123 events were delivered with a total of 12,306 attendees
- " 19 published universal support offers

This support has covered all councils and regions in England.

B. Regional networks

**Report of the Trustees
for the Year Ended 31 December 2024**

As part of the ADASS Governance review ADASS regional Chairs now have a formal link to the Membership Committee which is Chaired by the regional Trustee.

ADASS continues to work with the nine ADASS regions which are often described as the engine room of ADASS.

Regular meetings with ADASS regional Chairs have continued throughout the year, maintaining its place as an essential route to facilitate shared knowledge and learning between national and regional.

Early 2025 saw the continuation of regular meetings between ADASS regional Chairs and the Minister of Care which post-election have been replaced with meetings with the DHSC Director General. These conversations are based upon a nationally collated report of successes and challenges from each of the regions with information provided by

regional leads/teams. This demonstrates the important role of ADASS both nationally and regionally in terms of sharing key operational and strategic information with DHSC.

ADASS regional Leads also continue to meet on a regular basis supported by the ADASS national team. Scheduled meetings with a forward plan of themes, co designed with Leads themselves. Leads also remain an extremely valued source of information and feedback and a conduit to members on many subjects throughout the year.

Across 2024 ADASS conducted a piece of work across all ADASS regional Chairs to understand how they felt the relationship with ADASS nationally could be strengthened. After further consultation with regional Chairs this has resulted in a series of actions to be delivered in 2025 as part of the enhanced membership offer for ADASS members.

ADASS regions have continued to deliver programmes of work which are based upon regional priorities. The following links from each of the regions provides examples of the outstanding work delivered in each region:

Yorkshire & Humber - Association of Directors of Adult Social Services Yorkshire and Humber Region
East England - Association of Directors of Adult Social Services Eastern Region
North East England - <https://www.adass.org.uk/regions/north-east/>
South East England - ADASS South East
North West England - Association of Directors of Adult Social Services North West Branch
South West England - ADASS SW - South West Councils
West Midlands - WMADASS
East Midlands - East Midlands ADASS | The East Midlands Association of Directors of Adult Social Services
London - Coming soon - London ADASS

C. Principal Social Workers

The ADASS staff team continued to meet monthly with regional PSW leads, throughout 2024. This was aimed at supporting their greater involvement in the work of the Association in a range of areas including events, development of strategy, communications and influencing the conversations at a local level in line with ADASS priorities.

D. Associates network

There were four general Associates online meetings in 2024, and one joint with ADCS. Themes for discussion with invited speakers included CQC regulation, performance and data, finances, co-production with those with lived experience, and SEND (with ADCS). IN addition, there was social networking for those Associates at the Spring Seminar and NCASC conferences. Associates contributed to ADASS policy and regional initiatives in paid and voluntary capacities.

Mentoring has been an important element in Associates' support of ADASS objectives. They continue the offer of mentoring ADASS members, which contributed to our overall efforts to focus on EDI and champion those new into the role of DASS. Their offer of mentoring to current social care leaders is widely sought. During 2024:

- 16 PSWs were matched to a mentor

**Report of the Trustees
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- 15 DASS/SLT members were matched to a mentor
- 8 additional mentors were secured from new ADASS Associates.

E. Assurance

Assurance is vital in adult social care to ensure quality care and support that is safe and effective. Throughout 2024, we worked closely with the Care Quality Commission (CQC) to influence the implementation of their local authority assessment process by feeding back the views of our members, including but not limited to supporting learning around the information return process, onsite visits and the triangulation of data. This culminated in a sub-plenary session at NCASC where the chair of the ADASS Innovation, Improvement and Assurance Network set out members' concerns during a robust session with the CQC's Chief inspector for Adult Social Care.

We also utilised our ADASS Spring Survey to gather evidence on the costs to councils of preparing for DHSC assurance, including preparation for CQC assessment. The estimated cost nationally was £43 million, compared to the specific funding allocated to councils for the purposes of assurance which was worth £4.1 million in total or £26,730 per council in 2023/24. We have utilised this evidence to make the case for this new burden on councils to be fully funded by Government, including through our response to the interim report of the Penny Dash Review into operational effectiveness of the CQC.

F. Events and communication

Events are an important way ADASS supports our members to share ideas and learn from each other and external expert so they can continue to lead improvement in adult social care in their communities. In 2024, ADASS ran two multi-day events.

Our Spring Seminar is our annual event for members in April. In 2024 it brought more than 200 social care leaders together to learn and share experiences. We successfully launched the ADASS Supporting Carer's Hub on the first day of the event and features a range of workshops and contributions on best practice from ADASS regional teams. The then Minister for Social Care, Helen Whately MP, and then Shadow Minister for Social Care, Andrew Gwynne MP, both delivered speeches and took questions in two special plenaries. Feedback from delegates was very positive, they said they view the event as an essential annual seminar.

The Leading in Care Summit, supported by Newton, was planned originally for September 2024 with the location moved to St George's Park. Due to many factors including the General Election campaign meaning it was not possible to tie down speakers for the programme and spending restrictions being imposed in many Local Authorities, the uptake was too low to make the event viable. We cancelled the event and moved to discussions on how to provide the senior leadership L&D requirements in other formats during 2025 and beyond.

In November 2024, we delivered the National Children's and Adult Services Conference (NCASC) in partnership with the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS). It took place from 26 November to 29 November at the ACC Conference Centre in Liverpool for the first time. ADASS leads the event programme and logistics every other year, and 2024 was our turn. We welcomed more than 900 local political leaders and people leading adult social care and children's services from across England. LGA and ADCS provided key input into the programme and supported the organisation of the sessions. With the new Government in place, we were able to hold plenary sessions with the Minister of State for Care, Stephen Kinnock MP, and the Minister for Children and Families, Janet Daby MP, which provided valuable for all our members attending. It was a very successful event with the largest number of delegates since covid and feedback on the venue, organisation and programme was positive. In feedback forms, delegates said they found the conference and speakers 'motivating', 'positive' and 'inspirational'. The focus on co-production via 'Big Chat' sessions, the co-production workshop room and inclusion of people with lived experience as speakers was especially well received by those who draw on care and support.

**Report of the Trustees
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As well as our event programme, we continue to provide support and information to our members through our regular communications about ADASS work and emerging issues and opportunities in the social care sector. This includes our weekly e-bulletin which goes to all ADASS members, and communication through our regional and policy networks plus the introduction of a series of webinars for members which were planned during the final quarter of 2024 for a 2025 rollout.

G. Reframing adult social care

ADASS continued to work with #SocialCareFuture, the LGA and TLAP to build a movement to change the story about adult social care. The overall goal of the project is to put in place one of the fundamental building blocks for the transformation envisaged in the Time To Act Roadmap sustained political will and backing for change and investment in adult social care. (A lot of activity in the plan is outlined in section 2F.)

In 2024, this involved steering group meetings to shape research work done by the Frameworks Institute, to test and build upon the framing and narrative originally developed by #SocialCareFuture and ensure it works well for our members and the public as we prepare to roll it out in framing training for members and an awareness raising campaign in 2025. There were four online focus groups of six people which were broadly representative of the English population across a range of demographic characteristics including age, gender, income, ethnicity and region. The focus groups' aim was to explore ways in which we could refine Social Care Future's narrative to build greater public understanding about social care and demand for change. The focus groups took place in November 2024, and usability testing will take place in 2025.

Also in 2024, ADASS received funding to develop and deliver a training program for its members, made possible by The Rayne Foundation through their Better Careers for Better Care grant programme. This initiative supports innovation, creativity, and collaboration in the social care sector, with a particular focus on strengthening the care workforce. The ADASS project aims to improve public perceptions of social care by empowering DASSs and their teams to communicate more confidently and consistently on what adult social care is and the benefits it brings. We recruited an Engagement Officer to run the programme who successfully set it up and prepared the pilot training for the North West region in January 2025, with national activity taking place through to 2027.

H. Good practice resources

Through the year we developed and updated several documents to support ADASS members on the implementation of specific policies, including handling the delay to the implementation of the Liberty Protection Safeguards and the challenges this has brought, Right Care Right Person and International Recruitment. After anti-immigration protests broke out across the UK in July and August 2024, ADASS updated a guide for practitioners on the role of the DASS and social workers in disaster recovery, with BASW. This included how to support the needs of people affected by the incident and those responding.

4. Making the charity work well

To strengthen both our internal governance and our policy and influencing capacity, we ran concurrent Governance and Membership Reviews which concluded in 2024. These created an internal governance structure that looks rather like many other charities. We separated the externally facing and influencing President role from the internal responsibilities of a charity Chair, and established a formal Board of Trustees meeting supported by a Membership Committee, a Policy Committee, and a Finance and Risk Committee. These meetings went through three formal cycles of meetings in the latter half of 2024 and have worked well in helping us join the dots to better respond to issues that our membership has raised and formulate our policy offer and influence.

The new Membership Committee will oversee changes suggested in the membership review. A multidisciplinary team was set up to take those review findings and use them to develop an enhanced membership offer. This work will be taken forward in 2025, supported by a newly recruited Membership Coordinator.

**Report of the Trustees
for the Year Ended 31 December 2024**

The new Policy Committee led to clearer lines of decision-making for policy related matters. It has provided a conduit for policy positions to be considered and sign-off and the development of a policy cycle to ensure regular review of our positions. Members of this committee also provide advice on the focus and format of internal ADASS events including policy discussions at our General and Annual General meetings and at the annual Policy Day which shapes the policy focus of our Business Plan for the forthcoming year.

5. Governance and risk management

The Trustees continued work on the strategic risk register in 2024, with the risks divided into two main areas:

- o Financial - including future financial stability, bad debts, potential fraud, poor budgetary control and inappropriate spending.
- o Governance, reputational management - including staffing, functional requirements, stakeholder work, reputation, levels of service, and unforeseen events.

The register and ongoing mitigations are discussed at each trustees meeting. Trustees continue to monitor compliance with the Charity Governance Code (Larger Charities). The trustees continued to implement the recommendations of the 2023 review by Campbell Tickell, including the creation of Board sub-Committees and updating the Charity's constitution.

6. Our plans for the future

We will continue to build relationships with the Government as it beds in further, alongside other national social care organisations and leaders to influence positive changes in the approach to adult social care in England. While we continue with national policy influencing on our three priorities for change set out in our existing business plan - workforce, carers and early support, closer to home - we will also ensure we are speaking to other key policy issues emerging including mental health and preparation for adulthood.

With a new commission led by Baroness Casey of Blackstock slated to kick off in April 2025, we will ensure processes are in place to speak to all our members to canvass their views and opinions and feed these into our overall position and suggested inputs. We will of course be pushing for direct engagement between the commission and our presidential team and members, tailoring and providing data the commission may require, and facilitating potential site visits where appropriate. We want to ensure a combination of having a loud voice externally and effective relationships behind the scenes that allow us to advocate for the changes that our members want and need.

We are yet to see if the commission will form the backbone of a much-touted new National Care Service, but remain ready to provide evidence and ideas on how this could work best, building on our Ideas. Similarly, we will work closely with DHSC to ensure adult social care plays a strong role in delivering the three strategic shifts through the NHS 10 Year Plan. We will also be on hand to respond through policy submissions and media advocacy to key Government initiatives and opportunities including the Spending Review, AI announcement, and local government reorganisation and devolution.

We will strengthen our advocacy work with a new awareness raising campaign launching in Spring, to explain what adult social care is, what value it brings, and make the case for why it needs to be properly funded. We aim to connect with the public, turn their awareness into support, and use this as leverage to encourage politicians to act.

Our underlying objective in our policy advocacy work is to secure sufficient funding for adult social care so our members have the financial ability to deliver the support people need and want.

Internally, with the new governance changes including refreshed role of the Chair plus a new permanent CEO in place, we will set up a process to develop a new five-year strategy to launch in 2026. ADASS' first long-term strategy will allow us to have clearly articulated and ambitious goals we are striving for as an organisation, bringing staff, members and partners with us. We will retain the flexibility to develop one year delivery plans to sit beneath the strategy, detailing how we will deliver the next phase of work while allowing us the flexibility to respond to the changing external environment.

**Report of the Trustees
for the Year Ended 31 December 2024**

We are aiming to develop a financial strategy for 2025-2026 that will allow us to develop approaches to better financial sustainability, including diversifying income generation so we are fit for the future.

We will bolster the membership proposition in 2025, ensuring members continue to feel well-supported and have more avenues to input into our national positioning and regular feedback on our advocacy nationally. We will use our surveys and other means to respond to key concerns our members have. And we will use a biennial membership survey to hear members' views on what tools, training and support they want from ADASS so we can support them to continue delivering life changing work in a challenging financial environment.

FINANCIAL REVIEW

Financial position

The net movement in funds for the year generated by the Association's activities was a deficit of £161,840 (2023: deficit of £188,123).

Total income for the year was £3,348,385 (2023: £2,856,742). Sponsorship received to support our charitable purposes was £299,420 (2023: £303,230). Membership subscription income decreased in the year to £451,114 (2023: £459,669). Grant and contract funding increased during the year from £1,790,849 in 2023 to £1,917,806 in 2024. This included funding from the Department of Health and Social Care to support our infrastructure, provide independent advice and ensure capacity to achieve shared objectives.

Membership remains very good value for local authorities; they may now have up to six members.

The Spring Seminar was again successful this year with a surplus of £5,218 (2023: surplus of £20,739) of income over expenditure. Our Leadership in Care Summit generated a deficit of £30,841 as it was cancelled (2023: surplus of £2,131). In addition our gifts in kind income in 2024 were valued at £15,840 (2023: £61,640).

The Association's total funds were £2,346,108 at 31 December 2024 compared to £2,507,948 at 31 December 2023. This included designated funds of £503,346 (2023: £493,953).

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance, historical reserves levels and future plans. The Association needs to maintain sufficient funds to cover any potential loss of income, to ensure sufficient short-term cash flow and to support an orderly winding up should the charity cease to trade. They decided to maintain the reserves level at approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) to six months. This equates to approximately £1,195,000.

The level of free reserves at 31 December 2024 was £1,839,511 (2023: £2,025,728) being general funds of £1,842,762 (2023: £2,026,742) minus the net book value of tangible fixed assets i.e. £3,251 (2023: £1,014). This is higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the recent revision of the policy, planned investments in capacity and the Association's workplan.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its constitution which was amended on 30 November 2023.

**Report of the Trustees
for the Year Ended 31 December 2024**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Key management personnel

The Trustees consider that they, together with the Joint Chief Executives and the Directors of Policy and Implementation, Policy and Analysis, Communications and Public Affairs and Governance and Resources comprised the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity. The employing council of the President received £25,000 from the Association in recognition of the support received in the presidential year.

The Joint Chief Executives and the Director of Governance and Resources are each employed on a part-time basis. These posts, alongside the other Directors are remunerated on spot salaries decided by Trustees in consideration of the skills, knowledge and experience needed, benchmarking comparative roles and the labour market for such posts.

Acknowledgements

We value the support we received from our partners at our events and throughout the year. We would like to thank; Attenti, Channel 3 Consulting, Cordis Bright, Flex 360 Ltd, iESE, Imperium Solutions, IMPOWER, Lilli, Newton Impact, Tile Hill, Total Mobile, The Tribe Project and Sentinel Partners. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

299154

Principal address

18 Smith Square
London
SW1P 3HZ

Trustees

S McClinton (to 24.4.24)
B Tarka
I MacBeath
M Williams
C Baria
R Humphries
S McFarlane
N Presmeg
R Parry
M Samuels
J McGregor (appointed 24.4.24)

Auditors

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Report of the Trustees
for the Year Ended 31 December 2024

TRUSTEES' RESPONSIBILITY STATEMENT - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 27/12/24 and signed on its behalf by:

.....
I MacBeath - Trustee

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Opinion

We have audited the financial statements of The Association of Directors of Adult Social Services (ADASS) (the 'charity') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined the most significant are those that relate to FRS 102 Section 1A, pension laws and regulations and tax regulations.

We assessed the risks of material misstatement in respect of fraud as follows:

- Enquiries made of management and those charged with governance as well as the service organisation in relation to payroll services
- Analytical procedures were used to identify if there were any unusual or unexpected relationships
- Discussions with management to identify any fraud risk factors of related party relationships and transactions

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

Enquiries were made of management and those charged with governance. We corroborated our enquiries through the review of Board minutes and other papers provided. There was no contradictory evidence.

We considered the risk of fraud through management override and, in response, we incorporated testing of manual journal entries into our audit approach. We tested year end journals as well as journal entries throughout the year. There were no transactions identified outside the normal course of business.

Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud. We incorporated an element of unpredictability in the selection of the nature, timing, and extent of audit procedures.

Where transaction meeting risk criteria were identified, we carried out further work such as additional testing to source information.

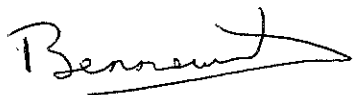
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

 & Co.

Date: 22 May 2025

Statement of Financial Activities
for the Year Ended 31 December 2024

		Unrestricted funds	Restricted funds	31.12.24 Total funds	31.12.23 Total funds as restated
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	17,040	116,500	133,540	61,709
Charitable activities	5				
Charitable activities		884,295	1,917,798	2,802,093	2,436,489
Other trading activities	3	222,746	76,674	299,420	303,230
Investment income	4	54,728	-	54,728	47,822
Other income		58,604	-	58,604	7,492
Total		<u>1,237,413</u>	<u>2,110,972</u>	<u>3,348,385</u>	<u>2,856,742</u>
 EXPENDITURE ON					
Raising funds	6	124,371	-	124,371	132,606
Charitable activities	7				
Charitable activities		<u>1,380,830</u>	<u>2,005,024</u>	<u>3,385,854</u>	<u>2,912,259</u>
Total		<u>1,505,201</u>	<u>2,005,024</u>	<u>3,510,225</u>	<u>3,044,865</u>
 NET INCOME/(EXPENDITURE)					
Transfers between funds	17	(267,788) (116,500)	105,948 116,500	(161,840) -	(188,123) -
Net movement in funds		<u>(384,288)</u>	<u>222,448</u>	<u>(161,840)</u>	<u>(188,123)</u>
 RECONCILIATION OF FUNDS					
Total funds brought forward		2,520,695	(12,747)	2,507,948	2,696,071
 TOTAL FUNDS CARRIED FORWARD		<u><u>2,136,407</u></u>	<u><u>209,701</u></u>	<u><u>2,346,108</u></u>	<u><u>2,507,948</u></u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Balance Sheet
31 December 2024**

	Notes	Unrestricted funds £	Restricted funds £	31.12.24 Total funds £	31.12.23 Total funds as restated £
FIXED ASSETS					
Tangible assets	13	3,251	-	3,251	1,014
CURRENT ASSETS					
Debtors	14	900,195	58,250	958,445	898,782
Cash at bank		2,285,410	286,451	2,571,861	2,327,108
		<u>3,185,605</u>	<u>344,701</u>	<u>3,530,306</u>	<u>3,225,890</u>
CREDITORS					
Amounts falling due within one year	15	(1,052,449)	-	(1,052,449)	(718,956)
NET CURRENT ASSETS		<u>2,133,156</u>	<u>344,701</u>	<u>2,477,857</u>	<u>2,506,934</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,136,407</u>	<u>344,701</u>	<u>2,481,108</u>	<u>2,507,948</u>
PROVISIONS FOR LIABILITIES	16	-	(135,000)	(135,000)	-
NET ASSETS		<u><u>2,136,407</u></u>	<u><u>209,701</u></u>	<u><u>2,346,108</u></u>	<u><u>2,507,948</u></u>

The notes form part of these financial statements

**The Association of Directors of Adult
Social Services (ADASS)**

Balance Sheet - continued
31 December 2024

FUNDS

17

Unrestricted funds:

General fund	1,633,061	2,026,742
Conference surplus fund	139,424	51,319
Innovation, transformation & strategic priorities fund	363,922	442,634
	2,136,407	2,520,695

Restricted funds:

Rayne Foundation Fund	209,701	-
Accelerate	-	(12,747)
	209,701	(12,747)

TOTAL FUNDS

2,346,108	2,507,948

The financial statements were approved by the Board of Trustees and authorised for issue on
27.12.24 and were signed on its behalf by:


.....
I MacBeath - Trustee

The notes form part of these financial statements

**Cash Flow Statement
for the Year Ended 31 December 2024**

		31.12.24	31.12.23 as restated
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	248,578	(319,552)
Net cash provided by/(used in) operating activities		248,578	(319,552)
Cash flows from investing activities			
Purchase of tangible fixed assets		(3,825)	-
Net cash (used in)/provided by investing activities		(3,825)	-
Change in cash and cash equivalents in the reporting period		244,753	(319,552)
Cash and cash equivalents at the beginning of the reporting period		2,327,108	2,646,660
Cash and cash equivalents at the end of the reporting period		2,571,861	2,327,108

The notes form part of these financial statements

**Notes to the Cash Flow Statement
for the Year Ended 31 December 2024**

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.24	31.12.23 as restated
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(161,840)	(188,123)
Adjustments for:		
Depreciation charges	1,588	2,420
Provision for liabilities	135,000	-
Increase in debtors	(59,663)	(132,468)
Increase/(decrease) in creditors	333,493	(1,381)
Net cash provided by/(used in) operations	<u>248,578</u>	<u>(319,552)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.24 £	Cash flow £	At 31.12.24 £
Net cash			
Cash at bank	2,327,108	244,753	2,571,861
	<u>2,327,108</u>	<u>244,753</u>	<u>2,571,861</u>
Total	<u>2,327,108</u>	<u>244,753</u>	<u>2,571,861</u>

**Notes to the Financial Statements
for the Year Ended 31 December 2024**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% on cost over the useful life.

Depreciation of an asset begins when it is brought into use.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

2. DONATIONS AND LEGACIES

	31.12.24	31.12.23 as restated
	£	£
Gifts	15,840	61,640
Donations	1,200	69
Grants	116,500	-
	<u>133,540</u>	<u>61,709</u>

3. OTHER TRADING ACTIVITIES

	31.12.24	31.12.23 as restated
	£	£
Sponsorships	<u>299,420</u>	<u>303,230</u>

4. INVESTMENT INCOME

	31.12.24	31.12.23 as restated
	£	£
Investment income	<u>54,728</u>	<u>47,822</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	31.12.24	31.12.23
	£	£
Conference and event surplus	433,173	185,971
Subscriptions	451,114	459,669
Contracts and service level agreements	<u>1,917,806</u>	<u>1,790,849</u>
	<u>2,802,093</u>	<u>2,436,489</u>

Contracts, grants, and service level agreements, included in the above, are as follows:

	31.12.24	31.12.23
	£	£
Department of Health and Social Care		
*Leadership and Governance Advice on Adult Social Care	-	41,942
*Infrastructure & Regional SLI	<u>1,733,806</u>	<u>1,578,365</u>
Local Government Association	158,500	155,250
IMPACT	25,500	15,292
	<u>1,917,806</u>	<u>1,790,849</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

6. RAISING FUNDS

	31.12.24	31.12.23
	£	£
Costs of raising sponsorship and donations	115,523	125,180
Other costs associated with raising funds	8,850	7,426
Note 11	124,373	132,606

All expenditure on raising funds was unrestricted in both the above years.

7. CHARITABLE ACTIVITIES COSTS

	31.12.24	31.12.23
	£	(As restated) £
Special Projects		
*LGA CHIP SLI	158,500	155,250
*Impact	25,500	15,292
Rayne Foundation		
*Wages	15,485	-
*Professional fees	7,500	-
*Staff travel, subsistence and accommodation	314	-
DHSC		
*Support to ASC	1,537,734	1,436,500
*Wages	196,064	183,807
Conferences & seminars	364,710	167,781
Sponsorship expenditure	14,735	18,629
Subscriptions	8,759	10,531
Administration expenses	6,692	3,013
Bad debts	2,465	10,089
IT development costs	2,940	29,603
Professional fees	30,557	18,375
Staff travel, subsistence and accommodation	11,962	3,533
Support to the President	25,000	25,000
Irrecoverable VAT	43,361	30,533
Support costs (Note 12)	931,988	801,903
Depreciation	1,588	2,420
	3,385,854	2,912,259

The majority of the IT development costs relate to donated services in 2023 in relation to website work provided by OLM Systems.

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

8. TRUSTEES' REMUNERATION AND BENEFITS

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £13,481 (2023: £8,676) have been incurred in respect of seven Trustees (2023: three). Expenses comprise hotel accommodation, travel and subsistence of £10,529 (2023: £4,934). No Trustee received any remuneration in the year (2023: £Nil) from the charity. £2,952 was spent on training for two trustees during the year (2023: £2,450 for one trustee).

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £567 (2023: £523) and provides cover of up to a maximum of £1 million (2023: £1 million).

9. STAFF COSTS

	31.12.24	31.12.23
	£	£
Wages and salaries	1,051,977	906,956
Social security costs	124,791	97,057
Other pension costs	87,522	70,902
	<u>1,264,290</u>	<u>1,074,915</u>
	31.12.24	31.12.23
	£	£
Subcontractor costs	41,384	106,998
Other staff costs	19,895	18,492
	<u>61,249</u>	<u>125,490</u>

The average monthly number of employees during the year was 18 (2023: 13).

The number of employees with emoluments greater than £60,000 (excluding employer's pension contributions) are as follows:

	31.12.24	31.12.23
£60,001 - £70,000	1	-
£70,001 - £80,000	2	1
£80,001 - £90,000	2	4
£90,001 - £100,000	1	2
£100,001 - £110,000	-	1
£110,001-£120,000	-	-

The total remuneration (excluding employer's pension contributions) of the key management personnel for the year was £519,224 (2023: £558,230).

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds as restated
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	61,709	-	61,709
Charitable activities			
Charitable activities	645,640	1,790,849	2,436,489
Other trading activities	297,498	5,732	303,230
Investment income	47,822	-	47,822
Other income	7,492	-	7,492
Total	<u>1,060,161</u>	<u>1,796,581</u>	<u>2,856,742</u>
EXPENDITURE ON			
Raising funds	132,606	-	132,606
Charitable activities			
Charitable activities	1,102,931	1,809,328	2,912,259
Total	<u>1,235,537</u>	<u>1,809,328</u>	<u>3,044,865</u>
NET INCOME/(EXPENDITURE)	(175,376)	(12,747)	(188,123)
RECONCILIATION OF FUNDS			
Total funds brought forward	2,696,071	-	2,696,071
TOTAL FUNDS CARRIED FORWARD	<u>2,520,695</u>	<u>(12,747)</u>	<u>2,507,948</u>

11. PRIOR YEAR ADJUSTMENT

In the financial statements for the year ended 31 December 2023 the movements in the Accelerate, IMPACT, LG Improvement & Development and DHSC funds were shown as unrestricted. This has been amended in the comparative information as these are restricted funds. During the year ended 31 December 2023, income of £5,732 relating to the Accelerate fund, £1,620,307 relating to the DHSC fund, £155,250 relating to the LG Improvement & Development fund and £15,292 relating to the IMPACT fund was received. For the IMPACT, LG Improvement & Development and DHSC funds there was expenditure during the year ended 31 December 2023 equal to the income received that year. There was expenditure of £18,479 relating to the Accelerate Fund during the year ended 31 December 2023.

In addition, membership income in the year ended 31 December 2023 was understated by £62,056 as a result of income relating to that year which was not invoiced until the year ended 31 December 2024. Accrued income in that year was also understated by the same amount. This has been adjusted in the comparative information.

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

12. SUPPORT COSTS

			31.12.24	As restated	As restated	31.12.23
	Staff costs	Office costs		Staff costs	Office costs	As restated
	£	£	£	£	£	£
Costs of raising funds(Note 6)	115,523	8,850	124,373	125,180	7,426	132,606
Costs of charitable activities (Note 7)	814,465	117,523	931,988	801,903	81,027	882,930
	<u>929,988</u>	<u>126,373</u>	<u>1,056,361</u>	<u>927,083</u>	<u>88,453</u>	<u>1,015,536</u>

13. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 January 2024	9,991
Additions	<u>3,825</u>
At 31 December 2024	<u>13,816</u>
DEPRECIATION	
At 1 January 2024	8,977
Charge for year	<u>1,588</u>
At 31 December 2024	<u>10,565</u>
NET BOOK VALUE	
At 31 December 2024	<u>3,251</u>
At 31 December 2023	<u>1,014</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.24	31.12.23
	£	as restated £
Trade debtors	275,074	786,783
Prepayments and accrued income	<u>683,371</u>	<u>111,999</u>
	<u>958,445</u>	<u>898,782</u>

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.24	31.12.23 as restated
	£	£
Trade creditors	20,222	46,562
Taxation and social security	99,566	162,797
Other creditors	932,661	509,597
	<u>1,052,449</u>	<u>718,956</u>

16. PROVISIONS FOR LIABILITIES

	31.12.24	31.12.23 as restated
	£	£
Provisions	<u>135,000</u>	<u>-</u>

17. MOVEMENT IN FUNDS

	At 1.1.24 £	Net movement in funds £	Transfers between funds £	At 31.12.24 £
Unrestricted funds				
General fund	2,026,742	(137,757)	(255,924)	1,633,061
Conference surplus fund	51,319	(51,319)	139,424	139,424
Innovation, transformation & strategic priorities fund	442,634	(78,712)	-	363,922
	<u>2,520,695</u>	<u>(267,788)</u>	<u>(116,500)</u>	<u>2,136,407</u>
Restricted funds				
Rayne Foundation Fund	-	93,201	116,500	209,701
Accelerate	(12,747)	12,747	-	-
	<u>(12,747)</u>	<u>105,948</u>	<u>116,500</u>	<u>209,701</u>
TOTAL FUNDS	<u>2,507,948</u>	<u>(161,840)</u>	<u>-</u>	<u>2,346,108</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,237,413	(1,375,170)	(137,757)
Conference surplus fund	-	(51,319)	(51,319)
Innovation, transformation & strategic priorities fund	-	(78,712)	(78,712)
	<u>1,237,413</u>	<u>(1,505,201)</u>	<u>(267,788)</u>
Restricted funds			
Rayne Foundation Fund	116,500	(23,299)	93,201
IMPACT	25,500	(25,500)	-
LG Improvement and Development	158,500	(158,500)	-
DHSC	1,733,798	(1,733,798)	-
Accelerate	76,674	(63,927)	12,747
	<u>2,110,972</u>	<u>(2,005,024)</u>	<u>105,948</u>
TOTAL FUNDS	<u><u>3,348,385</u></u>	<u><u>(3,510,225)</u></u>	<u><u>(161,840)</u></u>

Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
General fund	2,093,432	(66,690)	2,026,742
Conference surplus fund	102,639	(51,320)	51,319
Innovation, transformation & strategic priorities fund	500,000	(57,366)	442,634
	<u>2,696,071</u>	<u>(175,376)</u>	<u>2,520,695</u>
Restricted funds			
Accelerate	-	(12,747)	(12,747)
	<u>-</u>	<u>(12,747)</u>	<u>(12,747)</u>
TOTAL FUNDS	<u><u>2,696,071</u></u>	<u><u>(188,123)</u></u>	<u><u>2,507,948</u></u>

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,060,161	(1,126,851)	(66,690)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	-	(57,366)	(57,366)
	1,060,161	(1,235,537)	(175,376)
Restricted funds			
IMPACT	15,292	(15,292)	-
LG Improvement and Development	155,250	(155,250)	-
DHSC	1,620,307	(1,620,307)	-
Accelerate	5,732	(18,479)	(12,747)
	1,796,581	(1,809,328)	(12,747)
TOTAL FUNDS	2,856,742	(3,044,865)	(188,123)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.23 £	Net movement in funds £	Transfers between funds £	At 31.12.24 £
Unrestricted funds				
General fund	2,093,432	(204,447)	(255,924)	1,633,061
Conference surplus fund	102,639	(102,639)	139,424	139,424
Innovation, transformation & strategic priorities fund	500,000	(136,078)	-	363,922
	2,696,071	(443,164)	(116,500)	2,136,407
Restricted funds				
Rayne Foundation Fund	-	93,201	116,500	209,701
TOTAL FUNDS	2,696,071	(349,963)	-	2,346,108

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2024**

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,297,574	(2,502,021)	(204,447)
Conference surplus fund	-	(102,639)	(102,639)
Innovation, transformation & strategic priorities fund	-	(136,078)	(136,078)
	<u>2,297,574</u>	<u>(2,740,738)</u>	<u>(443,164)</u>
Restricted funds			
Rayne Foundation Fund	116,500	(23,299)	93,201
IMPACT	40,792	(40,792)	-
LG Improvement and Development	313,750	(313,750)	-
DHSC	3,354,105	(3,354,105)	-
Accelerate	82,406	(82,406)	-
	<u>3,907,553</u>	<u>(3,814,352)</u>	<u>93,201</u>
TOTAL FUNDS	<u>6,205,127</u>	<u>(6,555,090)</u>	<u>(349,963)</u>

Accelerate- Accelerate supports senior leaders (working at the director or assistant director level) to develop the leadership capabilities required to oversee, or manage teams to deliver complex transformational change. It is delivered each year over 4 short residential modules to a cohort of approx 10 ADASS members.

DHSC- Core infrastructure funding to provide professional leadership and advice on adult social care infrastructure and policies, including the funding of the 9 ADASS regions.

LG Improvement and Delivery- To fund ADASS's contribution, including staff time, to the Partners in Care and Health programme.

IMPACT - The funding from the IMPACT centre enables an Associate to provide expert advice and input on behalf of ADASS into a range of research projects across the UK. The role involves being a member of the Impact Leadership Team and providing a link between the Centre and ADASS's Research Sub-Committee.

Rayne Foundation- The Rayne Foundation grant allows ADASS to train its members in communications including how to frame and talk consistently about social care, public speaking skills, and storytelling for use in campaigns. Being trained on a more human-centred framing of adult social care allows them to negotiate with their council leaders and within their Integrated Care Boards so they can achieve the best possible outcomes for those drawing on care and support. The grant is part of Rayne Foundation's 'Better Careers, Better Care' grant. Match funded by ADASS, the Rayne grant pays for a full time Engagement Officer, management costs and operations including logistics and expenses associated with delivering the training to councils nationwide.

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

18. RELATED PARTY DISCLOSURES

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, information technology and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £173,437 (2023: £242,220). The balance owed to the LGA at 31 December 2024 was nil (2023: £Nil).

During the year, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £25,000 to the Nottinghamshire County Council (2023: £25,000 to the London Borough of Haringey). In addition, the President's employer purchased a membership subscription during the year amounting to £2,739 which remains outstanding at the year end (2023: £2,609).

ADASS collaborated with Improvement and Development Agency for Local Government (IDeA) in Partners for Care and Health. IDeA provided staffing costs support totalling £158,500 (2023: £155,250). At 31 December 2024, of the said amount, £40,000 has not yet been received (2023: £39,250).

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 8 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2023: none).

19. CONTINGENT ASSETS

The charity expects to receive sponsorship income of £25,000 (2023:£25,000) in relation to the Accelerate Programme, however receipt of this amount is contingent on completion of the programme.

20. AUDITOR'S REMUNERATION

	31.12.24	31.12.23
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	8,800	8,000
Auditor's remuneration for non audit work	2,200	2,000
	<u>11,000</u>	<u>10,000</u>

THE ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES

England & Wales - Charity number 299154

Accounts

Report of the Trustees and
Financial Statements
for the Year Ended 31 December 2023
for
The Association of Directors of Adult
Social Services (ADASS)

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

**The Association of Directors of Adult
Social Services (ADASS)**

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for the Year Ended 31 December 2023**

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**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of 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 2019).

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The constitution of ADASS sets out the following charitable objects:

- a) To promote the education of the public in matters of social policy, social organisation and social problems.
- b) To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.
- c) To promote the preservation of family, friendship and community life for the benefit of the public.
- d) To promote inclusion of older, disabled and mentally ill people in all aspects of society.

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act, or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Our impact in 2023

In 2023, ADASS published a roadmap to transform adult social care over the next ten years which has been adopted as a blueprint for change by many leaders working across social care.

We focused on influencing changes in the three key areas we know are critical to overcoming the challenges facing people needing, drawing on and working in adult social care at the moment: solving the staffing crisis in adult social care, getting better support for unpaid carers and advocating for a shift of resources and focus to early support, provided to people closer to home, rather than the current situation where adult social care is often only available when people get to crisis point. The progress we've made in these areas is outlined in this report.

We also continued to support our members to learn, share and develop their knowledge and skills through our event

programme, member communications and resources.

We also began a significant review of how we work as a charity, to ensure we are better able to support improving adult social care with our partners in the future.

1. How we approach our work

A. Equality, diversity and inclusion

Social care must be inclusive, or it fails the communities it intends to serve. ADASS has prioritised equality, diversity and inclusion (EDI) as a key objective across all our work.

Our EDI action group held regional practice sharing sessions during the year to help us learn good practice from one another.

This year has seen our highest return rate of members' equality monitoring data at 43%, though we want to improve that again next year. We'll use this data during 2024 as part of our membership review.

]We have helped shape the EDI content and delivery of Skills for Care's 'New Directors Programme' for new directors of adult social services. We also promoted the 'Moving Up' programme to ADASS regions which has helped to significantly increase delegate numbers. The 'Moving Up' programme supports Black and Asian minoritized groups who are managers or aspiring managers looking to progress in their career but are facing blockages and resistance preventing them from doing so. We have also contributed to the delivery of the EDI recommendation from the health and care leadership review conducted by Sir Gordon Messenger as well as the roll out of the Social Care Workforce Race Equality Standard (SC-WRES) which is a programme designed for social care organisations to achieve anti-racist workplaces.

We began to explore the opportunities of sharing current EDI work and developing shared work in future across senior local government membership orgs including Society of Local Authority Chief Executives (SOLACE), Association of Directors of Children's Services (ADCS), Association of Directors of Environment, Economy, Planning & Transport (ADEPT), Association of Directors of Public Health (ADPH) and the Local Government Association (LGA). This will continue in 2024.

B. Co-production

Working with people who understand how social care can be improved through their experience of needing or drawing on care services is vital to build a better system. This is often called co-production, the process of service providers and people needing care and support developing and designing improvements and new ways of providing care together. In 2023 ADASS Trustees agreed to invest ADASS resources in a partnership with Think Local, Act Personal (TLAP) to help us co-produce ADASS policy work. TLAP is a partnership of more than 50 organisations focused on transforming health and care through personalisation and community-based support. We've developed an agreement on how we'll work together to involve people drawing on care and support in our policy development and have a draft plan in place to start this work in 2024 including which policy areas we'll focus on first.

In 2023 we also consolidated and extended the work we started in 2022 to ensure people who draw on care and support can become involved in key social care conferences, adding their expertise from experience into discussions and workshops about improving social care. We provided funded places for people who draw on care and support at our Spring Seminar and Leadership Summit and supported a wide range of speakers. We also worked with our partners LGA and ADCS to provide 20 funded places for people who draw on care and support at the National Children's and Adult Services Conference (NCASC) in November 2023, matching a similar investment in 2022. The 'Big Chat' sessions and co-production feedback wall we established in 2022 are now firmly embedded at NCASC. These are sessions led by people with experience of drawing on social care and were supported by NCASC sponsor IMPOWER. We've also made it a requirement that all NCASC workshop sessions in the adult services programme involve people who draw on care and support.

2. Influencing policy in adult social care

During 2023 we continued to advocate for and support policy and practice changes across a wide range of areas during the year working with people with lived experience, government officials and a very wide range of partners and stakeholders. These included priorities developed over months in relation to workforce, carers and early support, as well

as issues arising in relation to, for example, policing and welfare changes (Right Care, Right Person), the Covid Public Inquiry and international recruitment. Our policy work has two focuses: one is external in relation to influencing decision makers, one is internal in relation to supporting ADASS members with the implementation of policy and sharing effective practice.

A. Time to Act

In 2023 we commissioned and published 'Time to act: a roadmap for transforming care and support in England', It consolidates the evidence, research and thinking from the last ten years on how we can transform adult social care so that it provides the care and support that people need now and in the decades to come.

It sets out a practical plan on what needs to change in two years, five years and ten years to change the system and what we'll need to do to make it happen. The report was widely welcomed by social care leaders, policy makers and other leaders who have a stake in social care and has been adopted by many as the blueprint for reform.

In parallel, ADASS worked with #SocialCareFuture and the Local Government Association (LGA) to start to build a movement to change the story about social care. Its goal is to put in place one of the fundamental building blocks for the transformation envisaged in the roadmap – sustained political will and backing for change and investment in adult social care.

B. Building evidence base about adult social care

ADASS is in a unique position to provide nationwide data on the state of adult social care through gathering evidence from our members, who lead on adult social care for every council in England with responsibility for the service. We use that evidence to recommend action on policy and practice.

In 2023, we published three survey reports based on evidence gathered from directors of adult social services and their teams.

Our Spring Survey (June 2023) found that short-term funding boosts from Government had helped reduce the number of people waiting for care and increased support for people at home. However, increases in care delivered were not keeping pace with needs, including needs relating to mental ill health, domestic abuse and carer breakdown. As a result, most councils were not confident that they could offer the minimum social care support in their communities required by law. We believe that this report, along with trend data from previous ADASS Spring Surveys, helped influence the Government to increase adult social care capacity during the year through supporting recruitment and retention of the workforce, including additional funding allocated through the Market Sustainability and Improvement Fund (MSIF) in July 2023.

We used the data and insights collected through our Autumn Survey to publish two reports in November 2023, the first on Social Care, Housing, Health and Winter and the second on Adult Social Care Budgets and Waiting Times. These reports highlighted that to escape the cycle of winter crisis in future years we need to shift to a preventative model of care that enables more people to live at home, or in a place they call home.

The evidence gathered through these surveys has been central to ADASS responses to the provisional local government finance settlement consultation, Spring Budget and Autumn Statement fiscal events. They have also provided the basis for responses to Government consultations and Parliamentary Committee calls for evidence such as the Public Accounts Committee inquiry into Reforming Adult Social Care in England.

C. Workforce – fair pay and conditions for people who work in social care

People are social care. Without a well-supported, secure workforce it doesn't function. In 2023, we continued to work with our members to mitigate the staffing crisis in social care. While vacancies fell a little, thanks to recruiting staff from other countries, pay and conditions lag other sectors and many continue to leave care jobs every year. While many things need to be done to address this, more funding is key.

This year we used analysis of our member surveys to make an evidence-based case for additional funding for the sector, with a plea to the Department of Health and Social Care (DHSC) for funding decisions earlier rather than later so their impact could be maximised. They responded. The DHSC announced extra funds to support people coming out of hospital during the winter in July. As a result of our and others' advocacy, the funding could also be used to help people avoid the

need to be admitted to hospital. Though welcome, we have continued to advocate for longer-term, sustained funding to improve pay, terms and conditions for people working in adult social care to ensure the vital work they do is rewarded fairly, and to address the continuing high vacancy rate.

International recruitment

Working in partnership with ADASS regional teams, Partners in Care and Health (PCH), DHSC, UK Visa and Immigration Service (UKVI) and the Care Quality Commission (CQC), ADASS played a pivotal role in providing advice, guidance, intelligence, support and coordination in responding to both the opportunities and challenges of international recruitment of care workers.

When done ethically international recruitment has proved to be a real positive for the sector, filling vacancies and increasing capacity. However, recruitment via unethical organisations has resulted in poor treatment and abuses of workers with links to illegal activity and in the worst cases modern day slavery. This has had a devastating impact on the workers and their families and risks continuity of care.

In response to this we established a process alongside the responsible government agency, the UK Visa and Immigration service (UKVI) to inform councils of notifications to revoke or suspend a provider's international recruitment licence. This has helped to ensure continuity of care by giving councils information at an early stage so they can enter into conversations with providers about service continuity. We also provided intelligence and feedback to DHSC colleagues about risks and issues in the sector and worked with providers and ADASS regional teams to develop potential solutions for improvement via the regional support hubs.

Social care workforce strategy

One of our longstanding policy goals is establishing a long-term, fully funded workforce plan for social care in England, to ensure that we plan how many people we need working in care to meet the needs of our communities over the next ten years, and make sure the funding is available to pay for those jobs. In the absence of a government-led strategy, ADASS has played an active role in the development of a social care workforce strategy by Skills for Care.

D. Better support for carers

Without England's 5 million unpaid carers, millions would not have the care and support they need. But carers get too little support to balance other life commitments and maintain their wellbeing alongside the caring they do for a relative or friend. In 2023, while we set-out the case to the Treasury that extra funding of £1.5 billion to begin to provide the support carers need, we also focused two practical ways to improve support for carers now.

Carers Challenge

We worked with our partners at Carers Trust and Carers UK to launch the Carers Challenge. We asked social care teams and people working with them to tell the story about how they're making a difference to unpaid carers in their community. We'll collate these stories into one online great practice resource to be launched in April 2024, which will enable any team to learn from and replicate great practice in improving support to carers.

Accelerating Reform Fund

When the DHSC wanted to launch a fund to help test and evaluate the impact of innovative new ideas in social care, ADASS made the case for projects supporting carers to be a key focus. We advised the DHSC carers policy team to shape the fund so it focused on what matters most to carers, and how the fund could work effectively helping councils to take part. Five out of twelve areas covered by the fund focused on improving outcomes for carers.

E. More early support, closer to home

Most people would prefer to get the care and support they need in their own home or community. Few would choose to go to hospital or into residential care if they can avoid it. At the heart of the reformed social care system ADASS wants to help build is a shift away from providing care in hospital and care homes to more care and support at home. And that's also a shift from dealing with health challenges when someone reaches crisis point to one where many more people get support early, at home or in their community so they never get to crisis point and can continue to live the life they want. Making the shift to earlier support, closer to home will take significant long-term investment and reform, but in 2023 ADASS advocated for some of the building blocks to be put in place.

Reducing delays to discharge from hospital has been a key policy priority for the Government in 2023. As the NHS continues to address the impact of the pandemic, more people have needed hospital admission and more have been supported on discharge. ADASS has been working with policy makers at the DHSC throughout the year to advise on improving the capacity in social care to support people coming out of hospital where that has been the barrier. But we've also been advocating that the Government needs to address the causes not just treat the symptoms. Many people find themselves in hospital because they didn't have access to care and support at home that would have prevented them from needing to go into hospital in the first place. We have seen some progress in recognition from policy makers in Government that to stop the cycle of winter crises on beds in the NHS it's key that more focus is put on widening care and support to prevent admissions in the first place.

We've also been taking that message about the need for increased investment and policy focused on preventative services, closer to home, through written evidence to the House of Commons Committee Inquiry into Prevention in Health and Social Care, The House of Lords Integration of Primary and Community Care Committee and by providing professional input at roundtable events at Liberal Democrat and Labour Party Conferences on prevention.

In November 2023, we used the evidence from the ADASS Autumn Survey to put forward three areas for exploration (ahead of the next Government Spending Review and General Election) which the Government could invest in first to begin to provide better care closer to home and prevent unnecessary admissions to hospital or residential care. These are:

1. Shifting to a preventative model of care that enables more people to live at home, or in a place they call home by increasing the availability of supported, accessible and adaptable housing options for people with care and support needs.
2. Increased investment in crisis resolution and recovery services, including community-based services, intermediate care and the voluntary, community, faith and social enterprise sector to enable people to stay as healthy and independent as possible, for as long as possible.
3. Everyone should be able to access the right information and advice at the right time to understand the different options available to them that best meet their preferences and circumstances.

The evidence contained within the survey reports and these three proposals have led to discussions with civil servants in the Department for Levelling Up, Housing and Communities (DLUHC) and DHSC about how these could help them develop proposals for the next Government Spending Review.

F. Economic case for social care

Social care has wide social and economic benefit to wider society. In 2023, we planned to commission some work that provide evidence of the wider economic benefits of public investment in adult social care. However, other work providing this evidence was published during the year, including the Future Social Care Coalition's Carenomics report in September 2023. As a result, we decided to provide evidence and input into other work which would add value to this newly published evidence. We will also continue, wherever we can, to include evidence on the economic impact (including examples of return on investment) and outcomes for people of any policy proposals we put forward to Government and in the public domain.

G. Raising awareness and influencing change

In 2023, we commissioned a review of our communications and influencing work in order to develop a new strategy so ADASS could help build support for the transformation set out in the roadmap, Time to Act (for more information on our approach to this review see the section below)

The resulting strategy for implementation from 2024 focuses on ADASS contributing to building a movement of allies to change the story about social care, so that more of the wider public and policy makers understand the value and impact of social care to every family, the need for investment to build a system that works for everyone and the wider benefits that will have on our society and economy.

In the second half of 2023, we started to test out this approach with our allies, including holding a meeting for social care leaders at the National Children and Adult Services Conference (NCASC) in November 2023, which was well attended and showed positive support across the sector to change the public and political mindset about social care in the short and long-term.

While the strategy has been in development, we've continued to raise awareness about the impact of adult social care and advocate for improvements in the system in media, social media and with policy makers. Though our communications and influencing work has covered a range of issues, we've tried to focus our work on our three policy priorities: workforce, carers and early support, closer to home.

Media coverage

During 2023 ADASS statements, comments and our work was mentioned 1,900 times by a total of 387 online, print and broadcast media outlets. 182 (9.6%) of those mentions were in nationwide media outlets with the remainder in either sector press, regional or locally based media titles.

The launch of our roadmap, Time to Act, in April 2023 achieved significant profile with 231 pieces of coverage, including a three-quarter page feature in the Daily Express, an article in the Guardian and a mention on BBC Radio 4 news.

We also secured good coverage for our Autumn Survey results and calls for further investment in social care before the Chancellor's Autumn Statement in November 2023, including significant articles in the Daily Mirror and the Independent online.

We continued to secure significant coverage in social care sector media outlets, including being commissioned to write 14 opinion pieces about key issues.

Social media

ADASS focuses on audience on Twitter/X and LinkedIn for its social media engagement. On both channels we've sought to improve the quality of our content to improve engagement, including using infographics, imagery and engaging in conversations about our priority issues/responding to other organisations' reports and interventions.

We have an active LinkedIn audience with some individual posts generating more than 500 organic engagements, a healthy engagement rate of 8.5%.

Public affairs and parliamentary influencing

Our public affairs activity in 2023 provided a strong foundation to build on and a benchmark for our influencing work for the future through our new communications and Influencing strategy.

ADASS was referenced directly by name in the Houses of Parliament 19 times in 2023. This was across both chambers and a wide range of activities including debates, written and oral questions. Ministers, Shadow Ministers and other MPs frequently referenced our surveys and other research, with our data on waiting times particularly prominent. We also shared written briefs with a target list of peers ahead of key debates and are growing our relationships with those parliamentarians who we've identified as key advocates for adult social care.

We responded to consultations and Select Committee inquiries in 2023 including responses to the Health and Social Care Select Committee, the National Audit Office, the Public Accounts Committee and the Lords Committee on the Integration of Primary and Community Care. We also supported Directors of Adult Social Services to give oral evidence in Select Committee sessions and provided written briefs to Committees to inform their oral evidence sessions with other witnesses. This included topics on mental health and international recruitment.

Website

As part of our new communications and influencing strategy, we started a review of the ADASS website to update and improve its capacity as a source of information and resources to support ADASS members and our wider communications and influencing.

By the end of 2023, we had concluded that we needed to redevelop the website and move it onto a more flexible, modern and easier to use content management system, to enable it to support our activities in 2024. This project was started at the end of 2023, and should result in a new website being launched half way through 2024.

3. Supporting our members

A. Sector-led improvement of social care

ADASS and the Local Government Association (LGA) are Partners in Care and Health (PCH). This programme is funded

by Department of Health and Social Care via three main contracts, 'Core Infrastructure' for LGA and ADASS respectively and 'PCH'. This is offered to councils without charge. The ADASS Core Infrastructure funding is largely distributed to the nine ADASS regions, funding one or more staff members and a vast array of mutual learning, peer support and challenge mechanisms.

PCH support councils to improve the way they deliver adult social care and public health services and helps government understand the challenges faced by the sector. The programme is a trusted network for developing and sharing best practice, developing tools and techniques, providing support and building connections. ADASS regions and the national programme have supported councils to prepare for the CQC Assurance as well as supporting councils across a number of workstreams e.g. digital and commissioning.

In 2023 the PCH national improvement programme delivered the following support:

- 352 direct improvement support offers,
- 30 events with 4,762 attendees,
- 30 published universal support offers with 12,432 views.

This support has covered all councils and regions in England.

B. Regional networks

The national ADASS charity works closely with our members and colleagues in ADASS regional teams throughout England. In 2023, ADASS regional teams continued to be the driving force in statutory social care leaders developing innovative ways of providing better care, sharing good practice and learning, and offering advice and guidance to ADASS members.

They also facilitate direct feedback from ADASS members on social care policy and practice.

In 2023, to maximise the influence of the insights from ADASS regional teams, we facilitated a new programme of quarterly meetings with the government Minister for Social Care, Helen Whately MP and DHSC officials where ADASS Regional Chairs (all Directors of Adult Social Services) have updated the Minister and officials on current challenges, opportunities and successes for the sector.

In 2023, ADASS regional teams have continued to help shape and deliver projects as part of the sector-led improvement work of Partners in Care and Health (PCH) – the partnership between ADASS and the LGA to improve the effectiveness of adult social care. In 2023, ADASS started work with LGA to develop a new approach to sector-led improvement where ADASS regional teams play a more central and pivotal role.

C. Principal Social Workers

During 2023 we continued to improve the involvement of Principal Social Workers (PSWs) influencing ADASS' policy influencing work and wider national policy making. Throughout the year we held monthly catch-up meetings with PSW regional chairs, ensuring that challenges they are experiencing locally can influence ADASS work and influencing. For example, our bi-annual meetings with Social Work England now include PSWs, ensuring first-hand experience of social work practices and processes is understood at a high level. Additionally, with PCH, we have ensured that PSWs have been targeted for support ahead of CQC assurance visits to councils.

D. Associates network

ADASS Associates continue to meet and to offer invaluable support to each other and to ADASS members. Their offer of mentoring to current social care leaders is widely sought. In the first six months of the year, the network:

- matched mentors for 23 Principal Social Workers
- matched mentors for 11 directors or assistant directors of adult social services
- and had four more associate members signed up as mentors available to match and potentially another five interested.

E. Assurance

ADASS and its members have played a key role in influencing and implementing Care Quality Commission's (CQC) local authority assurance – a new assessment framework to assess how well councils are fulfilling their duties under the Care Act 2014. At a national level we have worked collaboratively with the Departments of Health and Social Care (DHSC) and Levelling-Up, Housing and Communities, the CQC and Local Government Association (LGA). Our work in the past year focused on contributing professional input and our evidence into shaping the final version of the framework for assurance, as well as the approach CQC will take to support councils to improve and influencing Ministerial objectives and priorities for CQC assessments.

ADASS was also at the forefront of influencing the emerging approach for CQC to pilot their assessment approach with five councils. Once these assessments were underway, we worked with Partners in Care and Health (PCH) colleagues to host weekly meetings with the Directors of Adult Social Services from the five pilot councils. These meetings enabled them to share their approaches to preparing for the pilots, of how the pilots functioned and any follow-up work. They also enabled us to gather intelligence on the process that could be shared via our national and regional networks and to raise emerging issues on behalf of the pilot sites with CQC and DHSC to improve the process in advance of formal assessments beginning. We completed much of this work through national meetings, including the ADASS Improvement, Innovation and Assurance Group, which has been a conduit for sharing good practice for assurance through ADASS regional representation and to local councils.

F. Events and communication

Events are an important way ADASS supports our members to share ideas and learn from each other and external expert so they can continue to lead improvement in adult social care in their communities.

In 2023, ADASS ran two events and continue to partner with the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS) to organise the National Children's and Adult Services Conference (NCASC).

Our Spring Seminar is our annual event for members. In 2023 it brought more than 250 social care leaders together to learn and share experiences. We launched Time to Act on the first day of the event, as well a range of key topics including embedding co-production with people who draw on care and support in the way social care services are developed, understanding the role of the Principal Social Worker and integrating health and social care. The conference had a range of contributions on best practice from ADASS regional teams and contributions from Minister for Social Care, Helen Whately MP and Shadow Minister for Social Care, Liz Kendall MP. Feedback from delegates was very positive, many felt the Roadmap provided a great focus for looking forward and helped make it an uplifting and constructive event.

From 7-9 September 2023, ADASS held a two-day Leading in Care Summit for our members in London, a learning event where social care leaders can learn from each other and outside experts about new or emerging ideas and practice in social care and leadership. Attended by more than 120 ADASS members, as well as partners from the NHS and people who draw on care and support, the Summit combined sessions dealing with key issues like addressing inequality and providing support to communities in crisis, with leadership development sessions for example building personal resilience and how to model the future we want to create.

NCASC 2023 took place from 29 November to 1 December at the Bournemouth International Centre. The LGA led on organising the event this year which welcomed more than 700 local political leaders and people leading adult social care and children's services from across England. ADASS provided key input into the programme and supported the organisation of adult social care sessions.

As well as our event programme, we continue to provide support and information to our members through our regular communications about ADASS work and emerging issues and opportunities in the social care sector. This includes our weekly e-bulletin which goes to all ADASS members, and communication through our regional and policy networks.

G. Good practice resources

Through the year we developed and updated a number of documents to support ADASS members on the implementation of specific policies, including handling the delay to the implementation of the Liberty Protection Safeguards and the challenges this has brought, Right Care Right Person and International Recruitment.

4. Making the charity work well

In 2023, we completed a thorough review and restructure of the small national staff team to improve ADASS capacity, add new skills and resilience and to support the ambitions of the charity for the future. Trustees recognised that ADASS had grown its impact, influence and capacity in the past five years without reviewing whether our governance and approach to our core activities: policy influencing, communications and membership support remained fit for the challenges and opportunities the charity and social care sector now face. Reviews in all these areas have either completed and are being implemented or commenced for completion in 2024.

5. Governance and risk management

The Trustees undertook a fundamental review of the strategic risk register in 2023, updating the profile of the principal risks and uncertainties faced by the charity.

These can be divided into two main areas:

- Financial – including future financial stability, bad debts, potential fraud, poor budgetary control and inappropriate spending.
- Governance, reputational management – including staffing, functional requirements, stakeholder work, reputation, levels of service, and unforeseen events.

The register and ongoing mitigations are discussed at each trustees meeting. Trustees continue to monitor compliance with the Charity Governance Code (Larger Charities). The trustees also commissioned a review of the governance of the charity in 2023 by Campbell Tickell, for more details see above.

6. Our plans for the future

In 2024, we'll continue our work with the Government, other national social care organisations and leaders to influence positive changes in the approach to adult social care in England. We'll continue to focus our national policy influencing on our three priorities for change: workforce, carers and early support, closer to home.

We'll be contributing to the development of the national workforce strategy for adult social care being developed by Skills for Care, and advocating for short-term investment to mitigate the current staffing crisis in social care and for fairer pay and conditions for people who work in care, which we'll need to turn around the crisis and make adult social care an attractive career for more people that's vital to achieving the care and support system envisaged in the roadmap.

We'll continue to work with carers organisations to advocate for better support for carers, including investment in more breaks for carers and making sure the new unpaid leave commitment makes a difference, with a long-term aim to change that to paid leave entitlement for everyone who cares for a relative and friend in future.

And we'll continue our work with colleagues in the NHS and others to advocate for a shift in resources from expensive acute or residential care to preventative care and support, available earlier to more people so that fewer get to crisis point and can continue to live in their own home, doing the things that matter to them.

Our Spring Survey will remain an important tool to evidence the challenges and opportunities ahead for adult social care, and how we can best improve the impact of care and support for people who rely on it to live the lives they want. The general election will be an opportunity for ADASS and other allies to advocate for the next Government, whatever the outcome of the election, to commit to long-term, sustainable investment in transforming adult social care in England.

We'll be implementing our communications and influencing strategy, which will include a redesign of our website to improve it as a resource and engagement tool with our members, supporters and people who have a stake in social care. We'll be working with allies to change the story about adult social care, so more people can see its scope, value and impact for individual families, communities and the whole country.

We'll also be completing and implementing the reviews of the way the charity works to improve ADASS's effectiveness, including simplifying and improving our governance, how we support our members and how we evidence and advocate for change in adult social care.

**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

FINANCIAL REVIEW

Financial position

The net movement in funds for the year generated by the Association's activities was a deficit of £250,179.

Total income for the year was £2,788,954 (2022: £2,165,748). Sponsorship received to support our charitable purposes was £297,500 (2022: £366,140). Membership subscription income decreased in the year to £397,613 (2022: £412,532). Grant and contract funding increased during the year from £812,494 in 2022 to £1,790,849 in 2023. This included funding from the Department of Health and Social Care to support our infrastructure, provide independent advice and ensure capacity to achieve shared objectives. A significant amount of this was sub-contracted to regions to support this work stream.

Membership remains very good value for local authorities; they may now have up to six members.

The Spring Seminar was again successful this year with a surplus of £20,739 (2022: surplus of £46,858) of income over expenditure. Our Leadership in Care Summit generated a surplus of £2,131 (not held in 2022). In addition our gifts in kind income in 2023 were valued at £61,640 (£41,200 in 2022).

The Association's total funds were £2,445,892 at 31 December 2023 compared to £2,696,071 at 31 December 2022. This included designated funds of £493,953 (£602,639 in 2022). No funds were restricted to specific purposes.

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance, historical reserves levels and future plans. The Association needs to maintain sufficient funds to cover any potential loss of income, to ensure sufficient short-term cash flow and to support an orderly winding up should the charity cease to trade. They decided to reduce the reserves level from approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) to six months. This equates to approximately £1,195,000.

The level of free reserves at 31 December 2023 was £1,950,925 (2022: £2,089,998) being general funds of £1,951,939 (2022: £2,093,432) minus the net book value of tangible fixed assets i.e. £1,014 (2022: £3,434). This is higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the recent revision of the policy, planned investments in capacity and the Association's workplan.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its constitution which was amended on 30 November 2023.

Key management personnel

The Trustees consider that they, together with the Joint Chief Executives and the Directors of Policy and Implementation, Policy and Analysis, Communications and Public Affairs and Governance and Resources comprised the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity. The employing council of the President received £25,000 from the Association in recognition of the support received in the presidential year.

The Joint Chief Executives and the Director of Governance and Resources are each employed on a part-time basis. These posts, alongside the other Directors are remunerated on spot salaries decided by Trustees in consideration of the skills, knowledge and experience needed, benchmarking comparative roles and the labour market for such posts.

**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

299154

Principal address

18 Smith Square

London

SW1P 3HZ

Trustees

S McClinton

B Tarka

S Chandler (to 26.4.23)

I MacBeath

G Garrod (to 26.4.23)

J Ogley (to 13.3.23)

A Workman (to 28.7.23)

M Williams

C Baria

R Humphries

S McFarlane (appointed 27.9.23)

N Presmeg (appointed 26.4.23)

R Parry (appointed 26.3.23)

M Samuels (appointed 13.3.23)

Auditors

Bennewith 2018 Limited (Statutory Auditors)

Upper Ground Floor

18 Farnham Road

Guildford

Surrey

GU1 4XA

Acknowledgements

We value the support we received from our partners at our events and throughout the year. We would like to thank Access Group, Anthropos, Attenti, Brain in Hand, Channel 3 Consulting, Cordis Bright, EY, Flex 360 Ltd, iESE, Imperium Solutions, IMPOWER, Lilli, My Care My Home, Newton Europe, OLM and Pertemps Recruitment. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Report of the Trustees
for the Year Ended 31 December 2023

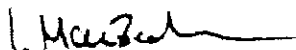
TRUSTEES' RESPONSIBILITY STATEMENT - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 5 April 2024 and signed on its behalf by:



.....
I MacBeath – Honorary Treasurer

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Opinion

We have audited the financial statements of The Association of Directors of Adult Social Services (ADASS) (the 'charity') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined the most significant are those that relate to FRS 102.

We assessed the risks of material misstatement in respect of fraud as follows:

- Enquiries made of management and those charged with governance as well as the service organisation in relation to payroll services
- Analytical procedures were used to identify if there were any unusual or unexpected relationships
- Discussions with management to identify any fraud risk factors of related party relationships and transactions

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

Enquiries were made of management and those charged with governance. We corroborated our enquiries through the review of Board minutes and other papers provided. There was no contradictory evidence.

We considered the risk of fraud through management override and, in response, we incorporated testing of manual journal entries into our audit approach. We tested year end journals as well as journal entries throughout the year. There were no transactions identified outside the normal course of business.

Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud. We incorporated an element of unpredictability in the selection of the nature, timing, and extent of audit procedures.

Where transaction meeting risk criteria were identified, we carried out further work such as additional testing to source information.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

A handwritten signature in black ink, appearing to read 'Bennewith & Co.', with a long horizontal flourish underneath.

Date: 5 April 2024

**The Association of Directors of Adult
Social Services (ADASS)**

**Statement of Financial Activities
for the Year Ended 31 December 2023**

	Notes	Unrestricted funds £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	61,707	-	61,707	41,327
Charitable activities	5				
Charitable activities		2,374,433	-	2,374,433	1,740,129
Other trading activities	3	297,500	-	297,500	366,140
Investment income	4	47,822	-	47,822	12,366
Other income		<u>7,492</u>	<u>-</u>	<u>7,492</u>	<u>5,786</u>
Total		<u>2,788,954</u>	<u>-</u>	<u>2,788,954</u>	<u>2,165,748</u>
EXPENDITURE ON					
Raising funds	6	132,606	-	132,606	123,897
Charitable activities	7				
Charitable activities		<u>2,906,527</u>	<u>-</u>	<u>2,906,527</u>	<u>1,965,344</u>
Total		<u>3,039,133</u>	<u>-</u>	<u>3,039,133</u>	<u>2,089,241</u>
NET INCOME/(EXPENDITURE)		(250,179)	-	(250,179)	76,507
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>2,696,071</u>	<u>-</u>	<u>2,696,071</u>	<u>2,619,564</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>2,445,892</u></u>	<u><u>-</u></u>	<u><u>2,445,892</u></u>	<u><u>2,696,071</u></u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Balance Sheet
31 December 2023**

	Notes	Unrestricted funds £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
FIXED ASSETS					
Tangible assets	12	1,014	-	1,014	3,434
CURRENT ASSETS					
Debtors	13	836,726	-	836,726	766,314
Cash at bank		<u>2,327,108</u>	<u>-</u>	<u>2,327,108</u>	<u>2,646,660</u>
		3,163,834	-	3,163,834	3,412,974
CREDITORS					
Amounts falling due within one year	14	(718,956)	-	(718,956)	(720,337)
NET CURRENT ASSETS		<u>2,444,878</u>	<u>-</u>	<u>2,444,878</u>	<u>2,692,637</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,445,892</u>	<u>-</u>	<u>2,445,892</u>	<u>2,696,071</u>
NET ASSETS		<u>2,445,892</u>	<u>-</u>	<u>2,445,892</u>	<u>2,696,071</u>
FUNDS	15				
Unrestricted funds:					
General fund				1,951,939	2,093,432
Conference surplus fund				51,319	102,639
Innovation, transformation & strategic priorities fund				442,634	500,000
				<u>2,445,892</u>	<u>2,696,071</u>
TOTAL FUNDS				<u>2,445,892</u>	<u>2,696,071</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 5 April 2024 and were signed on its behalf by:



.....
I MacBeath – Honorary Treasurer

The notes form part of these financial statements

**The Association of Directors of Adult
Social Services (ADASS)**

**Cash Flow Statement
for the Year Ended 31 December 2023**

	Notes	31.12.23 £	31.12.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(319,552)</u>	<u>227,371</u>
Net cash (used in)/provided by operating activities		<u>(319,552)</u>	<u>227,371</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		<u>-</u>	<u>(2,714)</u>
Net cash provided by/(used in) investing activities		<u>-</u>	<u>(2,714)</u>
		<u>-</u>	<u>-</u>
 Change in cash and cash equivalents in the reporting period		<u>(319,552)</u>	<u>224,657</u>
Cash and cash equivalents at the beginning of the reporting period		<u>2,646,660</u>	<u>2,422,003</u>
 Cash and cash equivalents at the end of the reporting period		<u><u>2,327,108</u></u>	<u><u>2,646,660</u></u>

The notes form part of these financial statements

**Notes to the Cash Flow Statement
for the Year Ended 31 December 2023**

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.23 £	31.12.22 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(250,179)	76,507
Adjustments for:		
Depreciation charges	2,420	4,640
Increase in debtors	(70,412)	(392,418)
(Decrease)/increase in creditors	(1,381)	538,642
Net cash (used in)/provided by operations	<u>(319,552)</u>	<u>227,371</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.23 £	Cash flow £	At 31.12.23 £
Net cash			
Cash at bank	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>
	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>
Total	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>

The notes form part of these financial statements

**Notes to the Financial Statements
for the Year Ended 31 December 2023**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% on cost over the useful life.

Depreciation of an asset begins when it is brought into use.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

2. DONATIONS AND LEGACIES

	31.12.23	31.12.22
	£	£
Gifts	61,640	41,200
Donations	<u>67</u>	<u>127</u>
	<u>61,707</u>	<u>41,327</u>

3. OTHER TRADING ACTIVITIES

	31.12.23	31.12.22
	£	£
Sponsorships	<u>297,500</u>	<u>366,140</u>

4. INVESTMENT INCOME

	31.12.23	31.12.22
	£	£
Investment income	<u>47,822</u>	<u>12,366</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	31.12.23	31.12.22
	£	£
Conference and event surplus	185,971	515,103
Subscriptions	397,613	412,532
Contracts, grants, and service level agreements	<u>1,790,849</u>	<u>812,494</u>
	<u>2,374,433</u>	<u>1,740,129</u>

Contracts, grants, and service level agreements, included in the above, are as follows:

	31.12.23	31.12.22
	£	£
Department of Health and Social Care		
*Leadership and Expert Advice on Adult Social Care	-	125,267
*Leadership and Governance Advice on Adult Social Care	366,942	366,942
*Infrastructure & Regional SLI	1,253,365	-
Local Government Association	155,250	264,402
IMPACT	15,292	19,800
NE Regional Support	-	26,083
Skills for Care - Healthcare interventions	<u>-</u>	<u>10,000</u>
	<u>1,790,849</u>	<u>812,494</u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

6. RAISING FUNDS

	31.12.23	31.12.22
	£	£
Costs of raising sponsorship and donations	125,180	118,279
Other costs associated with raising funds	<u>7,426</u>	<u>5,618</u>
Note 8	<u>132,606</u>	<u>123,897</u>

All expenditure on raising funds was unrestricted in both the above years.

7. CHARITABLE ACTIVITIES COSTS

	31.12.23	31.12.22
	£	£
Special Projects		
*NE Regional Support	-	26,083
*LGA Assessment Tool	-	5,143
*LGA CHIP SLI	155,250	150,000
*LGA Winter Crisis Omicron	-	109,259
*Skills for Care - Healthcare interventions	-	10,000
*Impact	15,292	19,800
Support to ASC	1,436,500	325,000
Conferences & seminars	167,781	280,478
Sponsorship expenditure	12,897	15,056
Subscriptions	10,531	3,097
Conference distribution	-	81,110
Administration expenses	3,012	2,862
Bad debts	10,089	13,665
IT development costs	29,603	27,389
Professional fees	18,375	19,904
Staff travel, subsistence and accommodation	3,533	4,996
Support to the President	25,000	25,000
Irrecoverable VAT	30,533	63,790
Support costs (Note 8)	985,711	778,072
Depreciation	<u>2,420</u>	<u>4,640</u>
	<u>2,906,527</u>	<u>1,965,344</u>

The majority of the IT development costs relate to donated services in relation to website work provided by OLM Systems.

8. SUPPORT COSTS

	31.12.23	31.12.22
Staff costs	Office costs	Staff costs
		Office costs

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

8. SUPPORT COSTS - continued

	£	£	£	£	£	£
Costs of raising funds (Note 6)	125,180	7,426	132,606	118,279	5,618	123,897
Costs of charitable activities (Note 7)	<u>904,684</u>	<u>81,027</u>	<u>985,711</u>	<u>685,868</u>	<u>92,204</u>	<u>778,072</u>
	<u>1,029,864</u>	<u>88,453</u>	<u>1,118,317</u>	<u>804,147</u>	<u>97,822</u>	<u>901,969</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £6,191 (2022: £3,428) have been incurred in respect of three Trustees (2022: three). Expenses comprise hotel accommodation of £1,008 (2022: £434), travel of £250 (2022: £569), and subsistence and other expenses of £4,933 (2022: £2,425).

No Trustee received any remuneration in the year (2022: £nil) from the charity.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £523 (2022: £558) and provides cover of up to a maximum of £1 million (2022: £1 million).

10. STAFF COSTS

	31.12.23 £	31.12.22 £
Wages and salaries	906,956	909,304
Social security costs	97,057	104,730
Other pension costs	<u>70,902</u>	<u>50,485</u>
	<u>1,074,915</u>	<u>1,064,519</u>
	31.12.23 £	31.12.22 £
Subcontractor costs	106,998	69,415
Other staff costs	<u>18,492</u>	<u>7,846</u>
	<u>125,490</u>	<u>77,261</u>

The average monthly number of employees during the year was 13 (2022: 16).

The number of employees with emoluments greater than £60,000 (excluding employer's pension contributions) are as follows:

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

10. STAFF COSTS - continued

	31.12.23	31.12.22
£60,001 - £70,000	-	2
£70,001 - £80,000	1	1
£80,001 - £90,000	4	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-
£110,001-£120,000	-	1

The total remuneration (excluding employer's pension contributions) of the key management personnel for the year was £558,230 (2022: £307,788).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	41,327	-	41,327
Charitable activities			
Charitable activities	1,740,129	-	1,740,129
Other trading activities	366,140	-	366,140
Investment income	12,366	-	12,366
Other income	5,786	-	5,786
Total	<u>2,165,748</u>	<u>-</u>	<u>2,165,748</u>
EXPENDITURE ON			
Raising funds	123,897	-	123,897
Charitable activities			
Charitable activities	<u>1,965,344</u>	<u>-</u>	<u>1,965,344</u>
Total	<u>2,089,241</u>	<u>-</u>	<u>2,089,241</u>
NET INCOME	76,507	-	76,507
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>2,619,564</u>	<u>-</u>	<u>2,619,564</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>2,696,071</u></u>	<u><u>-</u></u>	<u><u>2,696,071</u></u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

12. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 January 2023	15,745
Disposals	<u>(5,754)</u>
At 31 December 2023	<u>9,991</u>
DEPRECIATION	
At 1 January 2023	12,311
Charge for year	2,420
Eliminated on disposal	<u>(5,754)</u>
At 31 December 2023	<u>8,977</u>
NET BOOK VALUE	
At 31 December 2023	<u>1,014</u>
At 31 December 2022	<u>3,434</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade debtors	786,783	320,784
Prepayments and accrued income	<u>49,943</u>	<u>445,530</u>
	<u>836,726</u>	<u>766,314</u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade creditors	46,562	159,849
Taxation and social security	162,797	49,091
Other creditors	<u>509,597</u>	<u>511,397</u>
	<u>718,956</u>	<u>720,337</u>

15. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	2,093,432	(141,493)	1,951,939
Conference surplus fund	102,639	(51,320)	51,319
Innovation, transformation & strategic priorities fund	<u>500,000</u>	<u>(57,366)</u>	<u>442,634</u>
	<u>2,696,071</u>	<u>(250,179)</u>	<u>2,445,892</u>
TOTAL FUNDS	<u>2,696,071</u>	<u>(250,179)</u>	<u>2,445,892</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	2,788,954	(2,930,447)	(141,493)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	<u>-</u>	<u>(57,366)</u>	<u>(57,366)</u>
	<u>2,788,954</u>	<u>(3,039,133)</u>	<u>(250,179)</u>
TOTAL FUNDS	<u>2,788,954</u>	<u>(3,039,133)</u>	<u>(250,179)</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.22 £	Net movement in funds £	Transfers between funds £	At 31.12.22 £
Unrestricted funds				
General fund	2,619,564	76,507	(602,639)	2,093,432
Conference surplus fund	-	-	102,639	102,639
Innovation, transformation & strategic priorities fund	-	-	500,000	500,000
	<u>2,619,564</u>	<u>76,507</u>	<u>-</u>	<u>2,696,071</u>
TOTAL FUNDS	<u>2,619,564</u>	<u>76,507</u>	<u>-</u>	<u>2,696,071</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,165,748	(2,089,241)	76,507
	<u>2,165,748</u>	<u>(2,089,241)</u>	<u>76,507</u>
TOTAL FUNDS	<u>2,165,748</u>	<u>(2,089,241)</u>	<u>76,507</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.22 £	Net movement in funds £	Transfers between funds £	At 31.12.23 £
Unrestricted funds				
General fund	2,619,564	(64,986)	(602,639)	1,951,939
Conference surplus fund	-	(51,320)	102,639	51,319
Innovation, transformation & strategic priorities fund	-	(57,366)	500,000	442,634
	<u>2,619,564</u>	<u>(173,672)</u>	<u>-</u>	<u>2,445,892</u>
TOTAL FUNDS	<u>2,619,564</u>	<u>(173,672)</u>	<u>-</u>	<u>2,445,892</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,954,702	(5,019,688)	(64,986)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	-	(57,366)	(57,366)
	<u>4,954,702</u>	<u>(5,128,374)</u>	<u>(173,672)</u>
TOTAL FUNDS	<u>4,954,702</u>	<u>(5,128,374)</u>	<u>(173,672)</u>

16. RELATED PARTY DISCLOSURES

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, information technology and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £260,284 (2022: £278,044). The balance owed to the LGA at 31 December 2023 was £nil (2022: £nil).

During the year, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £25,000 (2022: £nil) to the London Borough of Haringey and £nil (2022: £25,000) to Royal Borough of Greenwich.

ADASS collaborated with Improvement and Development Agency for Local Government (IDeA) in Partners for Care and Health. IDeA provided staffing costs support totalling £192,750 (2022: £264,402). At 31 December 2023, £39,250 of the said amount has not yet been received (2022: £nil).

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 8 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2022: none).

**The Association of Directors of Adult
Social Services (ADASS)**

**Detailed Statement of Financial Activities
for the Year Ended 31 December 2023**

	31.12.23 £	31.12.22 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts	61,640	41,200
Donations	<u>67</u>	<u>127</u>
	61,707	41,327
Other trading activities		
Sponsorships	297,500	366,140
Investment income		
Investment income	47,822	12,366
Charitable activities		
Conference and event surplus	185,971	515,103
Subscriptions	397,613	412,532
Contracts, grants & agreements	<u>1,790,849</u>	<u>812,494</u>
	2,374,433	1,740,129
Other income		
Other income	<u>7,492</u>	<u>5,786</u>
Total incoming resources	2,788,954	2,165,748
EXPENDITURE		
Raising donations and legacies		
LGA Services SLA	4,624	3,784
Accommodation/Licence Costs	2,772	1,833
Wages	95,613	87,371
Social security	10,191	6,814
Pensions	7,445	11,402
Subcontractor costs	9,989	12,300
Recruitment expenses	1,546	268
Staff Training & Development	396	120
Eyecare Costs	-	5
Key Partnership Working Costs	<u>30</u>	<u>-</u>
	132,606	123,897

**The Association of Directors of Adult
Social Services (ADASS)**

**Detailed Statement of Financial Activities
for the Year Ended 31 December 2023**

	31.12.23 £	31.12.22 £
Raising donations and legacies		
Charitable activities		
Wages	811,343	821,934
Social security	86,866	93,328
Pensions	63,457	43,672
Insurance	1,327	1,333
Postage and stationery	1,349	724
Sundries	1,664	1,966
Subscriptions	10,531	3,097
Travelling expenses	3,533	4,996
Conference and Events Surplus	166,189	337,797
Accommodation/Licence Costs	23,628	24,567
LGA Services SLA	39,411	50,708
Support to President	25,000	25,000
Sponsored Events	12,897	15,056
Trustee Meeting Expenditure	212	1,182
VAT recharge	30,533	63,790
Distribution of Charitable Funds (Support to ASC)	1,436,500	325,000
Recruitment Expenses	13,179	5,084
Staff Training & Development	3,371	2,280
Eyecare Costs	-	90
Audit Fees	8,000	8,650
Accountancy Fees	2,000	2,260
Professional Fees	18,375	19,980
Bad Debt Write Off	3,139	911
Bad Debt Provision	6,950	12,754
Computer and Software	29,603	27,389
Subcontractor costs	97,009	57,115
Trustees' expenses	6,191	3,428
Bank charges	1,592	6,613
Key Partnership Working Costs	258	-
Computer equipment	2,420	4,640
	<u>2,906,527</u>	<u>1,965,344</u>
Total resources expended	<u>3,039,133</u>	<u>2,089,241</u>
Net (expenditure)/income	<u>(250,179)</u>	<u>76,507</u>

Accounts

**The Association of
Directors of Adult Social
Services**

**Annual Report and Financial
Statements**

31 December 2022

Charity Registration Number
299154

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Reference and administrative details

Trustees	Sarah McClinton, President (from 28 April 2022) Beverley Tarka, Vice President (from 28 April 2022) Stephen Chandler Immediate Past President (from 28 April 2022) James Bullion (to 28 April 2022) Iain MacBeath, Honorary Treasurer Glen Garrod, Honorary Secretary Julie Ogley Ann Workman (from 25 July 2022) Melanie Williams (from 28 April 2022) Caroline Baria Richard Humphries Catharine Roff (to 25 July 2022)
Chief Executive	Cathie Williams Sheila Norris (from December 2022)
Resource Manager	Julie Boulting-Hodge
Principal address	Association of Directors of Adult Social Services 18 Smith Square London SW1P 3HZ
Charity Registration Number	299154
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	CAF Bank Ltd Kent ME19 4JQ
Insurance	Access Insurance Selsdon House 212-220 Addlington Road South Croydon Surrey CR2 8LD

The Trustees present their statutory report together with the financial statements of the Association of Directors of Adult Social Services (ADASS) for the year ended 31 December 2022.

The financial statements have been prepared in accordance with the accounting policies set out on pages 24 to 27 of the attached financial statements and comply with the charity's constitution, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective for accounting periods commencing 1 January 2015 or later.

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

Objectives and activities

The constitution of ADASS sets out the following charitable objects:

- a) *To promote the education of the public in matters of social policy, social organisation and social problems.*
- b) *To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.*
- c) *To promote the preservation of family, friendship and community life for the benefit of the public.*
- d) *To promote inclusion of older, disabled and mentally ill people in all aspects of society.*

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act, or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Achievements and performance in 2022

2022 has been another incredibly busy and demanding year for the charity and this is reflected in the breadth and reach of our work over the course of the year. Years of austerity, Brexit, the pandemic and the cost of living have impacted heavily on people needing and working in care, support and safeguards and therefore the work of the charity. Our work is shaped by leadership, policy influencing and advice, developing policy, sharing good practice and improvement and member support and development functions. In 2022 Trustees refreshed the 2021-24 Business Plan, updating it to 2022-25 including its policy, communications and resources components.

Policy Update - Overview

The policy focus over the course of 2022 evolved, with much of the initial focus on the impacts of Covid-19 on the availability of care and support alongside work with many teams in DHSC focussing on social care and NHS White Papers, legislation and preparation work for the implementation of planned reforms.

Based on data and intelligence from ADASS members we advised on workforce, resources and the logistics of reform and forewarned that the winter of 2022-23 was to be the worst known in relation to the complexity of people's needs, social care market fragility, the recruitment and retention of the care workforce.

As the year progressed our focus shifted to the impact of the inflation and the cost of living on people who draw on care and support, the workforce crisis and care providers.

We have undertaken significant work across all the policy and enabling priorities set out in our business plan. This has included work to shape the reform, funding and policy decisions taken by Government, raising the profile of adult social care and business as usual activities. We have used the skills, expertise, and experience of our members, alongside the exclusive evidence we collect, to inform everything we do.

Two major new factors came into play impacting the work of ADASS during 2022. The first was the commencement of the Covid Public Inquiry. The second was the decision by DHSC to competitively tender improvement activity in a range of groupings of work that had for the previous few years been delivered through the 'Care and Health Improvement Programme' hosted in the Local Government Association with ADASS involvement in the Strategic Management Team and which funds staff in the ADASS regions. The process of decision making, tendering and contracting has been complex but resulted in:

- ◆ Commitment across LGA and ADASS to jointly manage and run the programme and any resultant components of work that are won on tender via joint work branded as 'Partners in Care and Health'
- ◆ A revised contract for ADASS's Leadership and Independent Advice for and with DHSC being developed for the quarter September to December 2022 (and subsequently into January to March 2023) and additionally for staff in ADASS's 9 regions (which had previously been grant funded via the LGA).

Making an evidence-based case for change

We have continued to strengthen the evidence base of adult social care throughout the year to support our policy and public affairs work. In 2022 we ran our customary annual spring and autumn surveys, as well as surveys on the number of people waiting for care assessments, reviews, and care to begin.

Impact: Our member survey findings were referenced by senior national politicians, departmental officials, partners and the media to illustrate the challenges facing adult social care. We elicited and presented data on the numbers of people waiting for assessments, care and reviews, data that has not been collected by any other national body and has consequentially raised the issue up the political and media agendas. Most importantly we have highlighted that there is a significant level of unmet, under met and wrongly met need.

ADASS has been actively involved in influencing proposals by the Department of Health and Social Care (DHSC) and the Care Quality Commission (CQC) for the assurance and assessment of adult social care. This has included work on the development of a national self-assessment tool through our joint work with the Local Government Association in Partners in Care and Health (PCH) which influenced CQC's work on the own self-assessment tool they adopted, the focus and content of the CQC assessment framework and DHSC's approach to intervention.

Through our survey work we have gathered Directors' opinions on their favoured means of the outcomes of CQC assessment being reported, as well as whether the implementation of DHSC assurance should be delayed. We made the case for a one-year delay of the implementation to DHSC and against the use of single-word ratings to describe such a complex area such as adult social care.

We have been actively engaged the DHSC-led Adult Social Care Outcomes Framework (ASCOF) refresh task and finish group, providing robust feedback to proposed metrics to ensure they are outcomes focused and reflect the delivery of adult social care on the frontline.

Impact: The PCH self-assessment tool has been adopted by CQC as the recommended framework to inform their assessment work. We have secured a commitment from DHSC to develop updated user and care surveys, as well as a further refresh of the ASCOF. Our push for greater involvement of people with lived experience has also been heard.

We continued to focus on our ADASS policy and enabling priorities:

Strengthening our shared approach to personalised and sustainable health and care

ADASS provided expert input to help shape the content of the integration White Paper, publishing a long read on integration and adult social care, influencing the use and focus of the Better Care Fund (BCF) and providing expertise, advice and challenge to the Discharge Taskforce and related workstreams.

We worked alongside DHSC, NHS England (NHSE) and Local Government Association (LGA) colleagues to discuss early thinking in relation to a new approach to intermediate care and recovery services, advocating for a strong social model and positive outcomes for individuals as well as best value for systems.

Strengthening our shared approach to personalised and sustainable health and care
(continued)

Impact: ADASS has ensured that the voice of adult social care has been heard across a range of forums, in shaping plans for winter and discharge planning and importantly in making a case for investment in joining-up social care, community, mental health and primary care. ADASS evidence and input into key national groups supported the successful case for additional funding ahead of winter 2022/23 to support adult social care.

Strengthening our focus on social justice and inclusion

We used evidence gathered through the ADASS Spring Survey on investment strategies for accommodation with care and support to strengthen our advice to Government regarding Building the Right Support to enable people with a learning disability and autistic people to live the most independent and healthy lives. We established, alongside NHSE and LGA, a collaborative group to focus upon key issues and blockers as part of the BtRS action plan.

ADASS also developed guidance principles for ICSs on supporting for people with a learning disability and autistic people, alongside NHSE and focused on the implementation of the 'Out of Sight' recommendations and year one progress report.

Impact: Worked with people with lived experience to develop the ADASS approach to coproduction. Significant numbers of people with lived experience contributed to both ADASS Spring Seminar and the National Children and Adult Services Conference (NCASC). Spring Seminar 2022 for the first time included people with lived experience being paid for their time and contributions.

The Care We Want

ADASS has continued to make the evidence-based case to Government for investment in the broadest range of models of care available through responses to Government consultations, the media and policy papers.

Market oversight and intelligence formed a key focus over the past year, with ongoing dialogue with national provider representative groups, CQC, DHSC and unions to share intelligence and areas of concern. This work was especially important given the continuing impact of Covid on care providers and the subsequent inflationary pressures.

Impact: Influenced DHSC's guidance to councils and submissions deadlines on Market Sustainability Plans (MSP), as part of the cost of care reforms. This led to councils being given the opportunity to submit a draft MSP in early 2023 and a final version in March 2023 once more evidence is available and clarity on funding.

Making the argument for adult social care to be properly funded and resourced

Alongside ADASS surveys the activity of our Resources workstream has supplied the evidence base for so much of the work of the charity and it has underpinned the ADASS Local Government Finance Settlement submission. Our resources co-leads, collaborating with the Partners in Care and Health finance lead, built an evidence base on the impact of inflation on adult social care to influence the thinking of DHSC, DLUHC and HMT ahead of the Autumn Statement.

Making the argument for adult social care to be properly funded and resourced
(continued)

ADASS was actively involved in informing and influencing DHSC thinking on charging reform through participation in several working groups on their 'Fair Cost of Care' work, supplying evidence-based challenge to proposals and timelines for delivery. We also provided robust "critical friend" challenge on all aspects of charging reform guidance and implementation.

Impact: In the context of winter pressures and advice relating to the necessary resources, workforce and preparation and implementation times for the policy, ADASS asked for a re-ordering of the reform process, Government paused the delivery of Charging Reform until October 2025 and provided new grant funding for 2023/24 and 2024/25 through the Autumn Statement, acknowledging the need to 'enable local authorities to address current adult social care pressures'.

Digital and technology in supporting adult social care

ADASS worked with the Care and Health Improvement Programme (CHIP) to develop policy lines on Public Switch Telephone Network (PSTN) switchover which could see the 1.7 million people, who access technology enabled care and support, at risk of being left without a connection.

The ADASS/LGA Digital Strategic Network functioned as the key conduit for learning from the digital aspects of reform including the outcomes of the Charging Reform Technology Readiness Survey and learning from the Charging Reform Trailblazers, including risks and mitigations.

We have developed and piloted, with partners, a digital leadership Programme focused on Directors that is in line with one of the Government's Adult Social Care White Paper ambitions.

Impact: The ADASS/LGA Digital Strategic Network has become a key forum for DHSC and the NHS Training Directorate to test emerging policy and garner intelligence on the opportunities and challenges facing the increased use of digital and technology across adult social care.

Tackling the workforce challenge

Our Workforce priority has focused on building the case for investing in the adult social care workforce. This has included making the ongoing case for a funded workforce plan and adult social care minimum wage equivalent to NHS Agenda for Change Healthcare Assistant Band 3.

We supported DHSC in the design and delivery of the workforce recruitment and retention grants as a means of countering some of the capacity pressures facing adult social care. We contributed to the evaluation of this fund, highlighting the short-term nature of grants, short-time scales for delivery and evolving performance measures are not a sustainable way to build workforce capacity.

Tackling the workforce challenge (continued)

ADASS worked with Skills for Care on recruitment to the successful Moving Up programme and in developing content for the New Directors Programme to ensure that these are informed and relevant for our members and aspiring members and to further diversity in senior management.

We contributed to the Health and Social Care Leadership review both in terms of interviews with senior ADASS members and a professional practice workforce subgroup, to bring expertise and support to this work.

Impact: DHSC initiated work on International Recruitment. As a result of advice from ADASS working with representatives from DHSC, UK Visas and Immigration, provider sector and Skills for Care there has been a greater focus on developing safeguards for people drawing on care and support, via regions.

Shaping emerging social care reform strengthening our focus on practice

We have facilitated dialogue to give real-time practical advice to DHSC on the feasibility of various reform initiatives, convening our Trustees and regional chairs for timely feedback. ADASS members have actively contributed to reform working groups and implementation teams and offered valuable insight and direction about social care reform. ADASS's regional Principal Social Work (PSW) chairs play an essential role through their contribution to our work by providing operational and strategic insight that influences policy decisions. We embrace strengthening this collaborative relationship to support our ADASS regions at a local and national level.

Impact: Influencing and shaping the 10-year Mental Health Strategy so that it emphasised the need to develop community-based support services both inside and outside of adult social care. And a number of 'Top Tips' documents for members.

ADASS Branding and Research Executive Sub-committee

- ◆ The committee has continued to be co-chaired by a trustee and a member of the ADASS Executive Council. Taking decisions virtually, and meeting in person on one occasion, it has continued to consider applications for the use of the ADASS brand on reports, resources or events, and to consider issuing letters of approval to external research organisations that wish to engage five or more councils.
- ◆ The committee takes decisions in line with our vision, values and previous policy positions, as well as our *Protecting the ADASS brand, sponsorship income and reputation* guidelines. During 2022, CHIP was rebranded to be Partners in Care and Health (PCH). PCH publications carry the ADASS brand, so the committee began to see and consider a wider range of resources.
- ◆ The committee approved 22 branding applications in 2022, mostly for reports and resources.
- ◆ The committee approved 11 research applications in 2022. Wherever possible, ADASS works collaboratively with academics and other researchers prior to their applications to ensure that the research design is realistic and likely to be fruitful.

Strategic Internal and External Communications

Achievements and performance 2022

Highlights

- ◆ Delivered successful Spring Seminar, NCASC, Research in Practice webinar and further roundtable sessions.
- ◆ Workshop on 'delegated tasks' held which clarified legal responsibilities and highlighted the need to review packages of care to ensure appropriate funding follows people.
- ◆ We published six major ADASS member surveys which we presented in seven ADASS reports.
- ◆ Delivered strong two sponsored development programmes for cohorts of ADASS members - 'Accelerate' and 'Springboard' and started to realise our commitment to attract a greater diversity of participants
- ◆ Maintained our depth in parliamentary activity, provided evidence to a number of parliamentary committees and secured more than 20 mentions in parliamentary debates and sessions.
- ◆ Continued to reinforce our media profile both in terms of coverage and our contacts with a broader and diverse range of print and broadcast journalists.

Raising the profile of ADASS and adult social care through external communications

We achieved further strengthening of our media profile throughout 2022, ensuring that coverage and our media statements focussed heavily on the importance of and the challenges facing adult social care and Government impact. Our messaging acknowledged the importance of social care not just for those who draw on it directly, but for their families, carers, friends and those who support them within the wider communities in which they live. We prompted and repeatedly remind our key media contacts that adult social care is complex and multi-faceted. Our surveys, six of which were carried out during 2022, subsequently resulted in seven reports, enabled us to provide real-time insight that enable ADASS to be a credible voice representing every Local Authority within England.

We increased the number of background and context conversations with journalists and widened our connections with key contacts across a range of national media outlets. This has enabled us to shape and influence the media narrative concerning adult social care. We secured eight national and local radio TV and radio interviews and appearances including on BBC Radio 4 (Today Programme, You and Yours...), BBC Breakfast, BBC News Channel, BBC 5 Live, ITV, Sky News, LBC, Times Radio, Press Association and other outlets, as well as realising national coverage in print, including The Guardian, The Times, The Independent, Evening Standard, LGC, MJ and Community Care and a wide range of regional and local newspapers.

We were able to leverage proactive coverage for each of our major member surveys via the BBC and Press Association and issue just short of 30 tactical major key responses to external publications and events.

Raising the profile of ADASS and adult social care through external communications
(continued)

We secured more than 330 media mentions and authored seven opinion pieces. Our social media presence increased with Twitter engagement reaching around 60,000 impressions a month and we have seen a 50% increase in the number of followers since 2019.

Public Affairs

Raising the profile of adult social care amongst parliamentarians and other key decision makers and influencing Government thinking and decision-making

We continued to seek to inform and thus influence politicians and others with the power to effect change across the political spectrum, with the aim of ensuring anyone needing or providing care and support can live the lives they want. We are a non-partisan organisation. We maintained our engagement with Ministers, Select Committee Chairs and senior politicians from across all the major parties.

Our evidence, work and calls for change were cited in around 20 parliamentary debates, on themes including waiting for care, support for unpaid carers, gendered issues of social care, and the human impact of contract hand backs and undelivered homecare hours. We were also mentioned in numerous written questions, on themes including Building the Right Support, workforce funding and reform.

We submitted written evidence and were called to give oral evidence to: the Health and Social Care Committee [Workforce](#) and [Integrated Care Systems](#) inquiries; the Public Services Committee [Public Services Workforce](#) inquiry; the Adult Social Care Committee [Adult Social Care](#) inquiry; and the Joint Draft Mental Health Bill inquiry into the [development of new legislation](#). Our work, evidence and calls for change were also cited throughout the Levelling Up, Housing and Communities Committee's [report on long-term funding for adult social care](#), to which we gave both written and oral evidence in 2021.

We responded to a range of Government consultations and calls for evidence, including: [Integration White Paper](#); [Liberty Protection Safeguards](#); UK Covid-19 Inquiry Terms of Reference; Human Rights Act reform; Operational Guidance to Implement a Lifetime Cap on Care Costs; and the Fabian Society's roadmap to a National Care Service. We also made representations to Treasury, including around the Autumn Statement and [provisional Local Government Finance Settlement 2022/23](#).

We proactively advocated on a range of issues related to social care sustainability and reform. We met, informed and gave independent advice to officials in DHSC, DLUHC, HMT and Number 10. We wrote Presidential and Chief Executive letters to the Secretary of State, Minister for Care, and Director General of Adult Social Care, among other senior decision-makers. We have continually sought to collaborate with other charities and organisations where possible, and to avoid duplicating or usurping the advocacy of others, therefore many of these were joint letters, co-signed with partners. We have also made a number of related public statements, including [calling for the reprioritisation](#) of the overall social care reform programme.

Public Affairs (continued)

Raising the profile of adult social care amongst parliamentarians and other key decision makers and influencing Government thinking and decision-making (continued)

The President and other ADASS leaders promoted and reiterated our evidence, work and calls for change at a range of high-profile events, including events organised by the Local Government Association, Department of Health and Social Care and other partner organisations.

Events

Our member-focussed events remain a high priority in our annual calendar of activity. During the year, we delivered our annual flagship conference, Spring Seminar which was held in-person at Wyboston Lakes Conference Centre between the 27th – 29th April and attracted over 200 delegates.

Once again, we were delighted to be able to collaborate on the planning, organisation and delivery of the National Children and Adult Services Conference (NCASC) working in partnership with colleagues from the Association of Directors of Children's Services (ADCS) and the Local Government Association (LGA). Taking place between the 2nd and 4th November, this conference offered over 40 individual information sharing sessions and attracted close to 1300 elected members and colleagues from across local government and partner organisations. We are appreciative of the commitment and support from partners and sponsors.

Further embedding our work on equality, diversity and inclusion

ADASS is committed to social justice and a key part of delivering on that priority is the work it is doing on equality, diversity, and inclusion (EDI). Launched in 2021, with membership from the ADASS regions, the EDI action group grows from strength to strength in further developing our approach this critical area. Evolution, innovation and commitment to EDI is evidenced through the annual updates provided by ADASS regions.

The action group has developed an EDI action plan and we hosted a Trustee development session. We used open elections and initiative-taking messaging to secure greater diversity across ADASS roles, including Trustee and Executive Council appointments, and representative intakes for both the Accelerate and Springboard programmes.

As part of our EDI Leadership project, senior social care colleagues have shared their personal stories about their leadership journeys and perspectives by producing case studies with supporting video interviews and podcasts via our website.

We will continue to invest year on year in working to better understand the EDI profile of our membership through surveys and equalities monitoring processes.

Financial review

During the year, the Association was involved in many activities, as set out above. The net movement in funds for the year generated by those activities was a surplus of £76,507.

Financial review (continued)

Total income for the year was £2,165,748 (2021: £3,543,825). Sponsorship received for the benefit of members was £366,140 (2021: £299,963). Membership subscription income increased in the year to £412,532 (2021: £386,886). Grant and contract funding decreased during the year from £2,696,723 in 2021 to £812,494 in 2022. The income received includes funding from the Department of Health and Social Care to support the infrastructure of ADASS, to provide independent advice and ensure its capacity to achieve shared objectives.

Membership remains very good value for local authorities and they may now have up to six members of ADASS in total as a result of the extended membership scheme now including the Principal Social Worker role. The Spring Seminar was again successful this year with a surplus of £46,858 (2021: surplus of £67,968) of income over expenditure. Gifts in kind income in both 2022 and 2021 was £41,200.

The Association's total funds were £2,696,071 at 31 December 2022 compared to £2,619,564 at 31 December 2021. This includes designated funds of £602,639. No funds were restricted to specific purposes.

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance on the established level of reserves (those funds that are freely available) that the charity ought to have at any given time and the increasing tendency towards shorter term agreements for funding. The Association needs to maintain sufficient funds to cover any potential loss in sponsorship and conference income and short-term cash flow and to have approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) available at all times and to cover costs of the Association in the event of the charity winding up. This equates to approximately £1,860,000. At the current time, the reserves have to be sufficient to enable ADASS to operate in the exceptional circumstances created by the Covid-19 pandemic.

The level of free reserves at 31 December 2022 was £2,089,998 (2021: £2,614,203) being general funds of £2,093,432 (2021: £2,619,564) minus the net book value of tangible fixed assets i.e. £3,434 (2021: £5,361). This is slightly higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the uncertainties created by the Covid-19 pandemic.

Plans for the future

ADASS Trustees, advised by their Executive Council and working with senior staff, keep their priorities and business plans refreshed via an annual cycle of activity. The AGM in April 2022 considered key issues for the organisation relating to:

- ◆ Feedback from members' surveys relating to the balance and priorities of influencing government and policy makers, developing policy, sharing good practice, member support and development and 'educating the public'
- ◆ The balance of income and activity relating to contracted work given the significant increase in the proportion of this relating to Covid work

Plans for the future (continued)

- ◆ The extent to which the charity would join with the LGA in putting forward bids responding to competitive tenders for improvement work
- ◆ The balance of information and advice to DHSC between ‘inside the tent with independence’ and external advocacy for people needing care, support and safeguards via adult social care
- ◆ The balance of work supported by business partners and sponsors furthering the charity’s objectives and consideration of the development of a Trading Arm

These considerations continue to inform the approach of Trustees in relation to the future:

- ◆ Higher priority is being given to influence, communications and evidence informed advice.
- ◆ The introduction of Assessment and Assurance by CQC is giving higher priority to continuing to advocate for measures that make a difference to outcomes for people needing care, support and safeguards, to sharing good practice and improvement.
- ◆ Strategic and operational changes in the NHS, the development of integrated care systems and the focus on the functioning of acute hospitals impels an equal focus, advocated by ADASS, on people’s wellness and wellbeing at home, supported by social work and social care and primary, community and mental health.
- ◆ The ongoing impact of Covid and the cost of living, together with evidenced inequities, needs for safeguarding relating to abuse and neglect affirms the priority of social justice and inclusion
- ◆ Uncertainty about the commitment to the implementation of reform by government means that relationships with organisations of people with lived experience, providers, national charities and a wide range of others is more important and the challenge of delivering ‘The Care We Want’ considerably higher.
- ◆ Resourcing, tendering, contracting and accounting, EDI, staffing and continuing to develop staff, trustees and members and exercise good governance is key to delivering the charity’s work.

Structure, governance and management

The governing body of ADASS, the Board of Trustees, comprises of up to eleven posts, a capacity increase of one in comparison to previous years. Occasionally vacancies arise when a Trustee leaves and occasionally someone is elected to a post ahead of a vacancy, which may decrease/increase the number of Trustees on a temporary basis. Trustees meet formally at least five times a year and, these meetings have been held on a hybrid basis. Further informal meetings by teleconference take place bi-weekly. Trustees are elected for a three-year term and may serve a second three-year term. The Trustees are ex-officio officers of the Association and new officers after election are inducted and trained by existing Trustees and ADASS staff.

Structure, governance and management (continued)

The charity governing document, the constitution, was updated in year in order to increase capacity and to establish the power to set up a trading subsidiary. There were further administrative changes reflecting the increased use of hybrid meeting technology and simplifying membership category changes and voting arrangements.

During the year, a job share Joint Chief Executive post was established, and the Deputy Chief Executive post deleted at the end of the year when the post-holder left.

The staff team supports members, the Executive Council and Trustees. It has been enhanced temporarily during the year to increased work pressures, and is deployed as follows:

The Joint **Chief Executives** provides support to the President, Trustees, Executive, attendance at senior private meetings and the leadership of the staff team.

The **Deputy Chief Executive** supported the Chief Executive and provided advice and leadership, with specific responsibility for policy and communications.

The **Resource Manager** supports the Trustees and manages the business functions of the organisation.

The two **Assistant Chief Officers/ Senior Officers**, Senior Officer and fixed term Covid or Care and Health Improvement funded posts, have had the lead for co-ordinating work on policy, practice, improvement and links with ADASS regions, supported for part of the year by a **Programme Support Officer**.

The **Income Generation Officer** has developed sponsorship and business partnership with a range of organisations.

A **Communications, Events and Systems Lead** managed member engagement and external communications via the website, seminars, conferences and events, supported by a **Communications Assistant** and a fixed term Conference Organiser.

Two **Administrators** focus on supporting the charity overall, and finance, membership, events, and membership engagement in particular.

Staff are on a mix of fixed-term and permanent contracts.

Key management personnel

The Trustees consider that they, together with the Joint Chief Executives, Deputy Chief Executive and Resource Manager, comprised the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day-to day-basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity.

Structure, governance and management (continued)

Key management personnel (continued)

The now Joint Chief Executives are each employed on a part-time basis. These posts, alongside the Deputy Chief Executive and the part time Resource Manager are remunerated on a salary scale decided by Trustees in consideration of the skills, knowledge and experience needed, benchmarking comparative roles and the labour market for such posts.

Risk management

The Trustees review the principal risks and uncertainties that the charity faces at each of their meetings held throughout the year. During these meetings risks are raised and discussed, existing mitigations are reviewed, and new actions are set to minimise or manage any potential impact to the charity should the risks materialise. The risks considered can be divided into two main areas

- ◆ Financial – includes considerations such as the future financial stability of the charity, bad debts, the risk of fraud and issues arising as a result of poor budgetary control and inappropriate spending.
- ◆ Governance, reputational management – includes risks around the staffing and functional requirements of the charity, reputation, the ability of the charity to provide the level of service, and the efficient and proper use of its resources.

Financial

There is a need to ensure sufficient income is generated to sustain future staffing requirements and activity.

Trustees acknowledge the risks relating to potential loss of income and decrease in the level of reserves particularly in the current evolving central government contractual climate.

ADASS deliberately seeks to secure income from a range of diverse sources in order to mitigate the risk of the failure of any one, and review these sources periodically

Trustees continue to review the benefits of sponsorship income, including risks and implications particularly in the challenging financial climate.

Contract income decreased in year as Covid-19 specific and other time limited work wound down. The return of in person events resulted in an increased proportion of event income.

Service contracts are reviewed on a rolling programme.

Governance and management

1. *Charity Governance Code (Larger Charities).*

Trustees have agreed to work towards full compliance with the recommendations of the Code. The fifth annual compliance review took place in November and areas requiring further attention included:

- ◆ Continued focus on impact and outcome measurement
- ◆ Further action to set and achieve diversity objectives

Structure, governance and management (continued)

Risk management (continued)

2. *Capacity planning for ADASS elected voluntary roles*

Trustees have successfully led ADASS throughout the year and have sought to actively recruit colleagues for voluntary lead roles within the organisation. Regional Chairs have taken an increasingly significant role in co-ordinating activity relating to Sector Led Improvement, Service Continuity and Covid.

3. *Capacity planning for staffing within the ADASS staff team*

The ongoing plan to upskill and increase staffing moves ADASS towards more fitting staffing structures for changing environments. This has included the appointment of Joint Chief Executives and the confirmation of Assistant Chief Officers to increase capacity. At the end of 2022 recruitment was proposed for an Assistant Chief Executive, Communications and Public Affairs to increase this capacity in the organisation. It is an aspiration to invest designated reserves to continue this reconfiguration, particularly as the organisation's credibility increases.

Having assessed the major risks to which the charity is exposed, the Trustees believe that by monitoring reserve levels, by ensuring controls exist of key financial systems, and by examining the operational and business risks faced by the charity, they have established effective systems to mitigate the risks. In particular, as noted above, whilst Covid-19 will continue to present challenges, the Trustees believe the associated risks are manageable.

Raising funds

In 2022 the charity did not seek to raise funds from individuals but has partnered with sponsors who are sympathetic with our charitable aims and objectives.

Acknowledgements

We value the support we received from our partners at the Spring Seminar, NCASC and throughout the year. We would like to thank Access Group, Anthopos, Brain in Hand, Channel 3 Consulting, Cordis Bright, EY, Flex 360 Ltd, Grant Thornton, Home Group, IMPOWER, Lilli, Mears, Microsoft, My Care My Home, Newton Europe, OLM, PA Consulting, TPX Impact, Tunstall Healthcare and Xyla.

ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

ADASS complies with all requirements of the General Data Protection Regulation (GDPR) and works hard to protect personal data both within ADASS and that of our partners.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Statement of Trustees' responsibilities (continued)

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees and signed on their behalf by:

I. MacBeath

Honorary Treasurer

Date: 4 April 2023

Independent auditor's report to the Trustees of The Association of Directors of Adult Social Services

Opinion

We have audited the financial statements of the Association of Directors of Adult Social Services (the 'charity') for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 31 December 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Other information (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Auditor's responsibilities for the audit of the financial statements (continued)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- ◆ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- ◆ Investigated the rationale behind significant or unusual transactions.

Auditor's responsibilities for the audit of the financial statements (continued)

How the audit was considered capable of detecting irregularities including fraud
(continued)

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of meetings of Trustees; and
- ◆ Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



04 April 2023

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities Year to 31 December 2022

	Notes	Total Funds 2022 £	Total Funds 2021 £
Income			
Donations and legacies			
. Gifts in kind		41,200	41,200
. Donations		127	87
Other trading activities			
. Sponsorship		366,140	299,963
Interest receivable		12,366	1,762
Charitable activities			
. Contracts, grants and service level agreements	1	812,494	2,696,723
. Subscriptions		412,532	386,886
. Conferences and seminars	2	515,103	112,180
Miscellaneous		5,786	5,024
Total income		2,165,748	3,543,825
Expenditure			
Cost of raising funds	3	123,897	154,501
Expenditure on charitable activities			
. Promotion of high quality social care and social justice	4	1,965,344	3,042,213
Total expenditure		2,089,241	3,196,714
Net movement in funds		76,507	347,111
Reconciliation of funds:			
. Fund balances brought forward at 1 January		2,619,564	2,272,453
. Fund balances carried forward at 31 December		2,696,071	2,619,564

All of the charity's activities derived from continuing operations during the above two financial periods.

All income and expenditure in the above two financial periods related to unrestricted funds.

Balance sheet 31 December 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	8	<u>3,434</u>	<u>5,360</u>
Current assets			
Debtors	9	766,314	373,896
Cash deposits		1,015,772	1,015,670
Cash at bank and in hand		1,630,888	1,406,333
		<u>3,412,974</u>	<u>2,795,899</u>
Liabilities			
Creditors: amounts falling due within one year	10	(720,337)	(181,695)
Net current assets		<u>2,692,637</u>	<u>2,614,203</u>
Total net assets		<u>2,696,071</u>	<u>2,619,564</u>
The funds of the charity:			
Unrestricted funds			
. General fund	12	2,093,432	2,619,564
. Designated fund	12	602,639	—
Total funds	12	<u>2,696,071</u>	<u>2,619,564</u>

Approved by the trustees and signed on their behalf by:

I.MacBeath

Honorary Treasurer

Date of approval: 4 April 2023

Statement of cash flows Year to 31 December 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	215,005	238,159
Cash flows from investing activities:			
Purchase of tangible fixed assets		(2,714)	(779)
Interest received		12,366	1,762
Net cash provided by investing activities		9,652	983
Change in cash and cash equivalents in the year		224,657	239,142
Cash and cash equivalents at 1 January	B	2,422,003	2,182,861
Cash and cash equivalents at 31 December	B	2,646,660	2,422,003

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	76,507	347,111
Depreciation	4,640	4,235
Interest receivable	(12,366)	(1,762)
(Increase) decrease in debtors	(392,418)	470,647
Increase (decrease) in creditors	538,642	(582,072)
Net cash provided by operating activities	215,005	238,159

B Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	1,630,888	1,406,333
Cash deposits	1,015,772	1,015,670
Total cash and cash equivalents	2,646,660	2,422,003

C Analysis of changes in net debt

	As at 1 January 2022 £	Movement in year £	As at 31 December 2022 £
Cash at bank and in hand	1,406,333	224,555	1,630,888
Cash deposits	1,015,670	102	1,015,772
Total cash and cash equivalents	2,422,003	224,657	2,646,660

Principal accounting policies 31 December 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2022 with comparative information provided in respect to the year to 31 December 2021. The financial statements are presented in sterling and are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ the valuation of gifts in kind;
- ◆ the extent of completion of work funded by contractual income;
- ◆ the allocation of support costs;
- ◆ the calculation of the provision for bad and doubtful debts;
- ◆ the expected useful life of tangible fixed assets used to calculate the annual depreciation charge;
- ◆ assessing future income and expenditure flows for the purpose of assessing going concern (see below).

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Assessment of going concern (continued)

The charity had liquid reserves at 31 December 2022 in excess of the amount set out in its reserves policy. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due including sufficient to enable the charity to operate in the exceptional circumstances created by Covid-19 that continue to have an impact on the charity's services, and the current economic climate. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations (being gifts in kind), sponsorship income, interest receivable, income from charitable activities (comprising grants and contractual income, subscriptions, conference and seminar income and fees) and miscellaneous income.

Gifts in kind (i.e. donated services) are recognised in the period in which it is probable that the economic benefits will flow to the charity, provided they can be measured reliably. This is normally when the service is provided to the charity. Such income is recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market. An equivalent amount is included as expenditure.

Sponsorship income is recognised when the charity has entitlement to the income under the relevant sponsorship agreement.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid of payable by the bank.

Income from charitable activities being grants and/or contractual income and income from fees and conferences or seminars is measured at the fair value of the consideration received or receivable, excluding discounts and rebates. Grants from government and other agencies are included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding. Income in respect to seminars and conferences is recognised when the charity has entitlement to such income which is normally on the date of the relevant seminar or conference.

Miscellaneous income is measured at fair value and accounted for on an accruals basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure recognition (continued)

All expenditure is accounted for on an accruals basis and is stated inclusive of irrecoverable VAT. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Expenditure on raising funds includes all expenditure associated with raising funds for the charity
- ◆ Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of promoting high quality social care and social justice

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, accounting support, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on staff time. This basis is consistent with the use of resources.

Tangible fixed assets

All assets with a cost in excess of £1,000 and an expected useful life exceeding one year are capitalised and depreciated.

Tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

- ◆ IT and Communications equipment 33.3% per annum based on cost

Depreciation is charged from the date of acquisition.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand and short term deposits

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Taxation

ADASS is a registered charity and, therefore, is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Fund structure

The general fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within ADASS's charitable objects.

Designated funds are defined as unrestricted funds set aside by the Trustees for particular purposes in the future. The Trustees have the power to reallocate such funds within unrestricted funds until expended.

Staff costs

The staff group is made up of direct employees and those employed by the Local Government Association (LGA) on behalf of the charity. Salaries and associated costs for secondees, including contributions to a defined benefit pension scheme operated by the LGA, are initially met by the LGA and then are recharged to the charity. These recharged staff costs are included as expenditure in the statement of financial activities as incurred.

Notes to the financial statements 31 December 2022

1 Contracts, grants, and service level agreements

	Total Funds 2022 £	Total Funds 2021 £
Department of Health and Social Care		
. Leadership and Expert Advice on Adult Social Care	125,267	166,667
. Leadership and Governance Advice on Adult Social Care	366,942	—
. Liberty Protection Safeguards	—	19,718
. ASCOF	—	32,015
. Data Outcomes Board Work	—	10,200
. Covid-19 funding	—	2,151,804
Local Government Association		
. CHIP SCCMR	264,402	161,583
Home Office EUSS Grant*	—	144,756
IMPACT	19,800	9,980
NE Regional Support	26,083	—
Skills for Care – Healthcare interventions	10,000	—
2022 total funds	812,494	2,696,723

2 Conferences and seminars

	Total Funds 2022 £	Total Funds 2021 £
Spring seminar	118,345	75,650
Biennial conference	396,758	—
Mental Health Week	—	5,800
September Summit	—	30,730
2022 Total funds	515,103	112,180

3 Raising funds

	Total Funds 2022 £	Total Funds 2021 £
Costs of raising sponsorship and donations	118,279	151,085
Other costs associated with raising funds	5,618	3,416
2022 total funds (note 5)	123,897	154,501

All expenditure on raising funds was unrestricted in both the above years.

4 Promotion of high quality social care and social justice

	Total Funds 2022 £	Total Funds 2021 £
Special Projects		
. NE Regional Support	26,083	—
. LGA Assessment Tool	5,143	—
. LGA CHIP SLI	150,000	—
. LGA Winter Crisis Omicron	109,259	—
. Skills for Care – Healthcare interventions	10,000	—
. DHSC Covid-19	—	414,109
. ASCOF	—	28,247
. EUSS	—	116,385
. Data Outcome Board	—	10,200
. Impact 21	19,800	1,027
. LGA CHIP staffing 20-21	—	49,083
. LGA CHIP staffing 21-22	—	112,500
. LPS Co-ordinator	—	19,717
Support to ASC		
. DHSC Unpaid Carers Day	—	(3,500)
. DHSC Covid-19	—	1,733,789
. CHIP carers	—	32,625
. DHSC Governance & Infrastructure	325,000	—
Conferences & seminars	280,478	14,096
Sponsorship expenditure	15,056	29,014
Subscriptions	3,097	2,758
Conference distribution	81,110	1,607
Administration expenses	2,862	4,598
Bad debts	13,665	7,368
IT development costs*	27,389	26,937
Professional fees	19,904	17,068
Staff travel, subsistence and accommodation	4,996	583
Support to the President	25,000	28,750
Irrecoverable VAT	63,790	15,481
Support costs (note 5)	778,072	375,536
Depreciation	4,640	4,235
2022 Total funds	1,965,344	3,042,213

*The majority of these costs relate to donated services in relation to website work provided by OLM Systems.

5 Support costs

	Staff costs £	Office costs £	Total 2022 £	Staff costs £	Office costs £	Total 2021 £
Costs of raising funds (note 3)	118,279	5,618	123,897	151,085	3,416	154,501
Costs of charitable activities (note 4)	685,868	92,204	778,072	301,629	73,907	375,536
	804,147	97,822	901,969	452,714	77,323	530,037

Support costs have been allocated based on staff time. This basis is consistent with the use of resources.

Office costs include the costs for office accommodation, IT and HR support. These are based on a service level agreement with the LGA.

Support costs above include the following governance costs:

	2022 £	2021 £
Auditor's remuneration		
. Current year	8,650	7,830
. Other services	2,260	2,060
Insurance		
. Trustees' indemnity	558	558
. Other	776	739
Trustees', Executive Committee, and meeting expenses	4,686	3,761
	16,930	14,948

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

6 Staff costs

The number of persons employed by the LGA on behalf of the charity or employed directly by the charity during the year, measured at **full-time equivalent**, was:

	2022 No.	2021 No.
Full time	7.0	7.0
Part time	6.6	8.3
Total	13.6	15.3

Average head count for the number of employees in the year was 15.5 (2021: 15.9).

6 Staff costs (continued)

	2022 £	2021 £
Staff costs during the year were as follows:		
Wages and salaries	909,304	887,428
Social security costs	104,730	96,580
Pension costs	50,485	39,491
	1,064,519	1,023,499
Payments to subcontractors	69,415	173,783
Other staff costs	7,846	6,699
Total staff costs	1,141,781	1,203,981

Details of the number of employees with emoluments greater than £60,000 (excluding employer's National Insurance and pension contributions) are as follows:

	2022 No.	2021 No.
£60,001 - £70,000	2	2
£70,001 - £80,000	1	2
£80,001 - £90,000	2	1
£90,001 - £100,000	1	—
£110,001 - £120,000	1	—
£120,001 - £130,000	—	1

During the year the following pension contribution amounts were paid in respect to the above higher paid employees:

	2022 £	2021 £
Pension contributions	47,528	32,754

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Trustees, the Chief Executive, the Deputy Chief Executive and the Resource Manager of the charity.

The total remuneration (including taxable benefits and employer's national insurance contributions but excluding employer's pension contributions) of the key management personnel for the year was £307,788 (2021: £293,570).

7 Trustees' expenses and remuneration

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £3,428 (2021: £3,735) have been incurred in respect of three Trustees (2021: three). Expenses comprise hotel accommodation of £434 (2021: £nil), travel of £569 (2021: £60), and subsistence and other expenses of £2,425 (2021: £3,675).

No Trustee received any remuneration in the year (2021: £nil) from the charity.

7 Trustees' expenses and remuneration (continued)

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £558 (2021: £558) and provides cover of up to a maximum of £1 million (2021: £1 million).

8 Tangible fixed assets

	IT & Comms equipment 2022 £
Cost	
At 1 January 2022	13,031
Additions	2,714
At 31 December 2022	<u>15,745</u>
Depreciation	
At 1 January 2022	7,671
Charge for the year	4,640
At 31 December 2022	<u>12,311</u>
Net book value	
As at 31 December 2022	<u>3,434</u>
As at 31 December 2021	<u>5,360</u>

9 Debtors

	2022 £	2021 £
Contract income and grants receivable	344,619	297,048
Other debtors	381,552	52,600
Prepayments	40,143	24,248
	<u>766,314</u>	<u>373,896</u>

10 Creditors: amounts falling due within one year

	2022 £	2021 £
Accruals	398,220	62,711
Other creditors	171,099	8,911
Taxation and social security	49,091	3,063
Deferred income	101,927	107,010
	<u>720,337</u>	<u>181,695</u>

Deferred income relates to amounts invoiced in relation to funding relating to the next financial year.

The increase in other creditors is largely attributed to the profit share owed to the Association of Directors of Children's Services Ltd (ADCS) arising from the bi-annual National Children and Adult Services Conference that took place this financial year.

10 Creditors: amounts falling due within one year (continued)

	2022 £	2021 £
Deferred income as at 1 January	107,010	65,500
Released in the year	(107,010)	(65,500)
New deferrals	101,927	107,010
Deferred income as at 31 December	101,927	107,010

11 Related party transactions

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, media services and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £278,044 (2021: £283,114). The balance owed to the LGA at 31 December 2022 was £nil (2021: £nil).

During the year, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £25,000 (2021: £nil) to the Royal Borough of Greenwich and £nil (2021: £28,750) to Oxfordshire County Council in respect to this.

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 7 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2021: none).

12 Funds

	At 1 January 2022 £	Income £	Expenditure £	Transfers £	At 31 December 2022 £
<i>Unrestricted funds</i>					
General fund	2,619,564	2,165,748	(2,089,241)	(602,639)	2,093,432
Designated - Conference surplus fund	—	—	—	102,639	102,639
Designated – Innovation, transformation & strategic priorities fund	—	—	—	500,000	500,000
Total unrestricted funds	2,619,564	2,165,748	(2,089,241)	—	2,696,071

The two designated funds set aside relate to the following:

Conference surplus fund – the surplus calculated on the conference for 2022 is calculated with 50% of this set aside to be released for activities occurring in the 2023 and 2024.

Strategic priorities fund – these are reserves set aside for the charity's innovation and transformation activities that are due to commence. The expected timeline for these funds to be utilised is 2 years.

Accounts

**The Association of
Directors of Adult Social
Services**

**Annual Report and Financial
Statements**

Charity Registration Number
299154

31 December 2021

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Reference and administrative details

Trustees	Stephen Chandler, President (from 28 April 2021) Sarah McClinton, Vice President (from 28 April 2021) James Bullion, Immediate Past President (from 28 April 2021) Iain MacBeath, Honorary Treasurer Glen Garrod, Honorary Secretary Beverley Tarka (from 28 April 2021) Julie Ogley (from 1 September 2021) Richard Humphries Alison Tombs (to 23 August 2021) Balwinder Kaur (from 1 September to 17 December 2021) Catharine Roff Carol Tozer (to 31 August 2021)
Chief Executive	Cathie Williams
Resource Manager	Julie Boulting-Hodge
Principal address	Association of Directors of Adult Social Services 18 Smith Square London SW1P 3HZ
Charity Registration Number	299154
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	CAF Bank Ltd Kent ME19 4JQ
Insurance	Access Insurance Selsdon House 212-220 Addlington Road South Croydon Surrey CR2 8LD

The Trustees present their statutory report together with the financial statements of the Association of Directors of Adult Social Services for the year ended 31 December 2021.

The financial statements have been prepared in accordance with the accounting policies set out on pages 21 to 24 of the attached financial statements and comply with the charity's constitution, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective for accounting periods commencing 1 January 2015 or later.

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

Objectives and activities

The constitution of ADASS sets out the following charitable objects:

- a) *To promote the education of the public in matters of social policy, social organisation and social problems.*
- b) *To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.*
- c) *To promote the preservation of family, friendship and community life for the benefit of the public.*
- d) *To promote inclusion of older, disabled and mentally ill people in all aspects of society.*

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act, or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Objectives and activities (continued)

ADASS produces an annual business plan that outlines the key activities for the Association on a three-year rolling basis. In 2021 the business plan focused on shaping our response to three principal challenges: addressing the ongoing Covid-19 pandemic, shaping the long-promised conversation about adult social care reform, and supporting the delivery of adult social care today in the immediate term. The core of the business plan continued to focus on ADASS's policy, communications and resources functions, all shaped by policy and practice priorities relating to social justice and inclusion, 'the care we want' and personalised and sustainable health and social care. These are supported by resources, workforce and digital and technology as enabling priorities. These strands of work were first developed in 2019 and have stood the test of time as a means of organising our work.

We seek to meet our charitable aims and objectives in a number of different ways, and we have a number of different audiences for our work. We seek to shape public understanding of adult social care, influence Government decision and policy making, and ensure that care and support is reflected in local and national media coverage.

This annual report sets out how we have delivered some of the key activities set out in the ADASS business plan.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Achievements and performance in 2021

2021 has been another incredibly busy and demanding year for the charity and this is reflected the breadth and reach of work over the course of the year. Headlines include:

- ◆ Shaped and strengthened the response of ADASS's members to the Covid pandemic, with strong regional engagement supported by funding from Government for parts of the year. This increased capacity enabled rapid communication, and the means to inform Government of issues on the ground and to thus moderate policy and guidance.
- ◆ Engaged extensively with civil servants, National Health Service England (NHSE) and parliamentarians to ensure they are informed by the experience of managing, delivering and drawing on social care in decision making relating to policy, legislation and guidance. This specifically impacted on some of the aspects of the Health and Social Care Bill, Charging and Cost of Care, Assurance and the Adult Social Care and Integration White Papers.
- ◆ Conducted four member surveys, securing good response rates, strengthening our media coverage and traction with decision makers and specifically to positively influence Government funding decision-making in relation to Covid, the spending review and the health and social care levy.

Achievements and performance in 2021 (continued)

- ◆ Supported our members and partners in sharing good practice through the delivery of a successful virtual Spring Seminar, National Children and Adults Services Conference (NCASC), Mental Health Week events, an in-person Leadership in Care Summit, and other round table sessions.
- ◆ Secured Business Partnerships in order to resource and deliver two strong development programmes for small groups of members: 'Accelerate' and 'Springboard'.
- ◆ Continued engagement with Local Government Association and ADASS regions on sector led improvement.
- ◆ Maintained and increased our resource base and capacity through a combination of DHSC grants and business partnerships despite losses from in person events. We continued to work in partnership with the LGA to support local authorities to prepare for and implement Liberty Protection Safeguards (LPS) and extended our reach and influence to supporting vulnerable people obtain European Union Settled Status via 24 awareness raising and information webinars and, on our website, (funded by the Home Office).

Policy & Practice

In 2021 our refreshed business plan gave a renewed focus on our continued pandemic response, our policy and practice priorities, work to shape reform, our business-as-usual activity and our resource base.

Supporting members to respond to and inform the Government to respond to **Covid-19** required us to dial up and down our capacity and activities over the course of the year in response to changes to programme funding, Government advice and different waves of the pandemic, including the Omicron wave. Colleagues continued to contribute to various Covid-19 national working groups which shaped policies and guidance, and we used our two-way communications channels to disseminate key messages and updates.

We used the unique evidence base provided by our additional member **surveys** to shape our policy and influencing work on the number of people waiting for care assessments, reviews, personal budgets and care packages, and the preparedness of councils for the challenges posed by winter and the Omicron variant.

At the same time, we were also actively working to influence emerging Government thinking about long-promised **adult social care reform**. We ensured ADASS senior input to each of the Adult Social Care white paper working groups, and work to shape future approaches to assurance and improvement. We also sought to proactively shape the content of the Health and Care Bill, the white paper on Integration, and all other aspects of reform.

We continued to make significant progress on our own **policy priorities**, which shaped our Covid Response, our improvement work, events and communications. We sought and funnelled income to deliver this work.

Policy & Practice (continued)

Under the banner of our **‘The Care We Want’** priority, we strengthened our work on commissioning and markets, shaping emerging thinking on assurance and improvement, and on contingency planning for potential provider failure.

Our focus on **Social Justice and Inclusion**, shaped the Building the Right Support programme, maintained an emphasis on safeguarding throughout, the implementation of the ‘Out of Sight’ report recommendations, and developed our thinking and response to the MHA White Paper through a series of member and partner round tables.

Our work on **Sustainable Personalised Care & Health Systems** focused on shaping the Health and Care Bill, the Better Care Fund (BCF) approach for 2022-23, implementation of Discharge to Assess (D2A), development of Integration Care Systems, prioritisation of professional as well as clinical leadership, and promoting the shift to more home and community-based care and support.

Our **Resources** workstream underpinned the ADASS Local Government Finance Settlement submission, [ADASS Comprehensive Spending Review 2021 submission](#), as well as our partnership submission. We extensively inputted to work on Charging Reform and Fair Cost of Care and shaped the various ADASS member surveys across the year.

Workforce activity centred on making the case for immediate investment in the adult social care workforce, the introduction of a Social Care Living Wage and a £1000 winter retention bonus for care staff. We used the ADASS workforce survey results to influence decision making regarding the workforce recruitment and retention grant.

On **Digital and Technology**, we published the findings of the Tech Commission in partnership with the Technology Services Association (TSA) and delivered regional round tables which explored how we implement its key recommendations. We contributed to the Adult Social Care white paper working group on digital and technology, and provided advice on the technological solutions for the funding cap.

The **ADASS regional teams** played a crucial role in delivering key projects across the year. In addition to supporting the national Covid-19 and the Omicron wave responses through work funded by DHSC, regional colleagues supported delivery of the ongoing Care and Health Improvement Programme (CHIP), carers’ project, regional input to the BCF programme, the care markets work funded by DHSC, and the work of the various ADASS networks and forums.

As part of our work on the CHIP programme, we introduced new posts hosted within ADASS to ensure more strategic and operations ADASS input into the programme and to shape work for 2022/23.

We have strengthened our support to our PSW members, holding monthly meetings with PSW regional chairs, and securing good involvement of PSWs in the work of the priority networks and other ADASS forums and networks.

Equality Diversity and Inclusion

We further embedded the work of the **Equality, Diversity and Inclusion** working group. The group has developed an EDI action plan and we hosted an EDI Trustee development session. We used open elections and proactive messaging to secure greater diversity across ADASS roles, including Trustee and Executive Council appointments, and representative intakes for both the Accelerate and Springboard programmes.

Communications

ADASS spokespeople made more than 20 national TV and radio appearances across all major media outlets. We also undertook an increasing number of background chats with key journalists help reframe stories. We secured more than 330 media mentions and authored 12 major opinion pieces. We also strengthened our use of social media and increased our Twitter followers by more than 1,000 to 12,600 and reached as many as 97,000 people over the course of the year.

Public affairs

We sought to continue to influence Government and wider political thinking, with engagement with Ministers, Select Committee Chairs and a range of other Members of Parliament and Peers from all major parties.

We submitted written evidence to a number of parliamentary committees, and we have secured mentions in more than 20 parliamentary debates and sessions. The ADASS President and other ADASS colleagues gave verbal evidence to key parliamentary committees, on issues including Covid-19, workforce reform, social care markets, reform, and long-term funding.

The President and other ADASS leaders spoke at a range of high-profile events, including events organised by the Local Government Association, Department of Health and Social Care (DHSC) and other partner organisations.

We responded to a range of Government consultations and calls for evidence, including Spending Review 2021, the Spring statement and Autumn Budget, and Local Government Finance Settlement.

We also wrote a number of letters independently and with partner organisations on a range of issues, including Presidential letters to the Prime Minister and other senior figures on social reform, winter pressures, charging reform, and shared challenges.

Events

Over the course of the year, we delivered a number of high-profile events to virtual, hybrid and in-person audiences. Given the virtual platform, we opened up Spring Seminar 2021 to a number of partners so that 450 people were able to attend. We also continued many of these conversations through our first ever weeklong series of mental health events in May 2021, with 260 people joining us.

Equality Diversity and Inclusion (continued)

Events (continued)

We supported the delivery of the National Children and Adult Services Conference (NCASC) virtually again this year in partnership with colleagues from the Association of Directors of Children's Services (ADCS) and the LGA. The event took place between 2nd and 4th November 2021 and attracted more than 500 elected members and colleagues from across local government and partner organisations.

After more than 18 months of virtual events, we delivered our first in-person event at Wyboston between 20-22 September 2021. Delivered in partnership with Newton Europe, 100 colleagues joined stimulating sessions on the changing nature of leadership.

Financial review

During the year, the Association was involved in many activities, as set out above. The net movement in funds for the year generated by those activities was a surplus of £347,111 (2020: £355,259 surplus).

Total income for the year was £3,543,825 (2020: £3,286,454). Sponsorship received for the benefit of members was £299,963 (2020: £277,100). Membership subscription income increased in the year to £386,886 (2020: £371,295). Grant and contract funding increased during the year from £2,429,496 in 2020 to £2,696,723 in 2021. The income received includes funding from the Department of Health and Social Care to support the infrastructure of ADASS, to provide independent advice and ensure its capacity to achieve shared objectives.

Membership remains very good value for local authorities and they may now have up to six members of ADASS in total as a result of the extended membership scheme now including the Principal Social Worker role. The Spring Seminar was again successful this year with a surplus of £67,968 (2020 – surplus of £55,275) of income over expenditure. Gifts in kind income in both 2020 and 2021 was £41,200.

The Association's total funds were £2,619,564 at 31 December 2021 compared to £2,272,453 at 31 December 2020. No funds were restricted to specific purposes.

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance on the established level of reserves (those funds that are freely available) that the charity ought to have at any given time and the increasing tendency towards shorter term agreements for funding. The Association needs to maintain sufficient funds to cover any potential loss in sponsorship and conference income and short-term cash flow and to have approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) available at all times and to cover costs of the Association in the event of the charity winding up. This equates to approximately £1,860,000. At the current time, the reserves have to be sufficient to enable ADASS to operate in the exceptional circumstances created by the Covid-19 pandemic.

Financial review (continued)

Reserves policy (continued)

The level of free reserves at 31 December 2021 was £2,614,203 (2020 - £2,263,637) being general funds of £2,619,564 (2020 - £2,272,453) minus the net book value of tangible fixed assets i.e. £5,361 (2020 - £8,816). This is slightly higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the uncertainties created by the Covid-19 pandemic.

Plans for the future

Over the course of the last two years, we have had to rapidly recruit and reshape our team to enable us to respond to the different waves of the pandemic, and to ensure a strong continued focus on both our business-as-usual activity and our work to shape a better future for those of us with care, support and safeguarding needs. The coming year will be an important one for adult social care. As we move into a different phase of the pandemic, and as we work through the development of reform and assurance, we will need to look at the balance and skills across our diverse staff team to enable us to respond. A key dimension will be to ensure that we have the right blend of skills and experience needed to continue to shape the future of adult social care, whilst ensuring that we work to the vision, beliefs and values that sit at the heart of the charity.

It is clear that the core focus on our three policy priorities and our three enabling priorities will continue over the coming year.

Over the course of 2022 we will continue to adapt our ways of working to achieve the right balance of home and office-based working, maximising the opportunities presented by home working, with the need to bring together the team, Trustees and members to plan and deliver our crucial work.

Trustees will maintain a strong focus on income generation, ensuring balance across key income streams, including subscriptions, events, contracts, grants and sponsorship, keeping each under review.

Structure, governance and management

The governing body of ADASS is the Board of Trustees, which comprises of ten posts. Occasionally vacancies arise when a Trustee leaves and occasionally someone is elected to a post ahead of a vacancy, which may decrease/increase the number of Trustees on a temporary basis. Trustees meet formally at least five times a year and, due to the pandemic, these meetings have been remote. Further informal meetings by teleconference now take place bi-weekly. Trustees are elected for a three-year term and may serve a second three-year term. The Trustees are ex-officio officers of the Association and new officers after election are inducted and trained by existing Trustees and ADASS staff.

During the year, the leadership team transitioned from an Officer to an Executive leadership model.

Structure, governance and management (continued)

The staff team supports members, the Executive Council and Trustees. It has been enhanced temporarily during the year to respond to the pandemic and is deployed as follows:

The **Chief Executive** provides support to the President, Trustees, Executive, attendance at senior private meetings and the leadership of the staff team.

The **Deputy Chief Executive** supports the Chief Executive and provides advice and leadership, with specific responsibility for policy and communications.

The **Resource Manager** supports the Trustees and manages the business functions of the organisation.

The **Assistant Chief Officer**, two acting **Assistant Chief Officers** (job share), six **Senior Officers**, a **Senior Officer (Communications)** and a **Liberty Protection Standards Co-ordinator** have had the lead for co-ordinating work on policy, practice and links with ADASS regions. A **Co-ordinator** leads our work supporting EU settled status and adult social care.

The **Income Generation Officer** has developed sponsorship with a range of organisations.

A **Communications, Events and Systems Lead** manages member engagement and external communications via the website, seminars, conferences and events, supported by a **Communications Assistant**.

Two **Administrators** focus on supporting the charity overall, and finance, membership, events, and membership engagement in particular.

The majority of staff are on fixed-term contracts.

Key management personnel

The Trustees consider that they, together with the Chief Executive, Deputy Chief Executive and Resource Manager, comprise the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day-to-day-basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity. However, as a result of contracts with DHSC during Covid, funding has increased to the President's council to partially compensate and allow backfill for his time delivered nationally.

The Chief Executive is employed on a part-time (four days per week) basis. This post, alongside the part time Resource Manager and Deputy Chief Executive are remunerated on a salary scale decided by Trustees in consideration of the skills, knowledge and experience needed.

Structure, governance and management (continued)

Risk management

The Trustees review the principal risks and uncertainties that the charity faces at each of their meetings held throughout the year. During these meetings risks are raised and discussed, existing mitigations are reviewed, and new actions are set to minimise or manage any potential impact to the charity should the risks materialise. This process is particularly important during the current Covid-19 pandemic. The risks considered can be divided into two main areas

- ◆ Financial – includes considerations such as the future financial stability of the charity, bad debts, the risk of fraud and issues arising as a result of poor budgetary control and inappropriate spending.
- ◆ Governance and management – includes risks around the staffing and functional requirements of the charity, reputation, the ability of the charity to provide the level of service, and the efficient and proper use of its resources.

Financial

There is a need to ensure sufficient income is generated to sustain future staffing requirements and activity.

Trustees acknowledge the risks relating to potential loss of income and decrease in the level of reserves particularly in the current climate.

ADASS deliberately seeks to secure income from a range of diverse sources in order to mitigate the risk of the failure of any one.

Sponsorship income has made a significant contribution to the sustainability of the charity and Trustees continue to review the benefits, risks and implications particularly in the challenging financial climate.

Contracts with DHSC, and funding from the Home Office and the Care and Health Improvement Partnership increased in proportion during 2021.

Service contracts are reviewed on a rolling programme.

Governance and management

1. Charity Governance Code (Larger Charities).

Trustees have agreed to work towards full compliance with the recommendations of the Code. The fourth annual compliance review took place in November and areas requiring further attention included:

- ◆ Continued focus on impact and outcome measurement
- ◆ Further action to set and achieve diversity objectives

Trustees, the Chief and Deputy Chief Executives and Resource Manager undertook an externally facilitated equality, diversity and inclusion session, and plan to continue to implement the recommendations in the coming year.

Structure, governance and management (continued)

Risk management (continued)

Governance and management (continued)

2. *Capacity planning for ADASS elected voluntary roles*

Trustees have successfully led ADASS throughout the year and have sought to actively recruit colleagues for voluntary lead roles within the organisation. Regional Chairs have taken an increasingly significant role in co-ordinating activity relating to Sector Led Improvement, Service Continuity and Covid.

3. *Capacity planning for staffing within the ADASS staff team*

The ongoing plan to upskill and increase staffing moves ADASS towards more fitting staffing structures. This has included the appointment of acting Assistant Chief Officers to increase capacity, and a realignment of the communications function. It is an aspiration, subject to funding, to continue in this direction, particularly as the organisation's credibility increases.

Having assessed the major risks to which the charity is exposed, the Trustees believe that by monitoring reserve levels, by ensuring controls exist of key financial systems, and by examining the operational and business risks faced by the charity, they have established effective systems to mitigate the risks. In particular, as noted above, whilst Covid-19 will continue to present challenges, the Trustees believe the associated risks are manageable.

Raising funds

In 2021 the charity did not seek to raise funds from individuals but has partnered with sponsors who are sympathetic with our charitable aims and objectives.

Acknowledgements

We value the support we received from our sponsors at the Spring Seminar, NCASC and throughout the year. We would like to thank Brain in Hand, Cordis Bright, EY, FutureGov, Grant Thornton, HAS Technology, Home Group, ICS Assessment Services, IMPOWER, Lilli, Microsoft, Newton, OLM, PA Consulting, and Tunstall Healthcare. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

ADASS complies with all requirements of the General Data Protection Regulation (GDPR) and works hard to protect personal data both within ADASS and that of our partners. We will never sell on any personal information.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Statement of Trustees' responsibilities (continued)

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees and signed on their behalf by:



Iain Macbeath

Honorary Treasurer

Date: 01.04.2022

Independent auditor's report to the Trustees of The Association of Directors of Adult Social Services

Opinion

We have audited the financial statements of the Association of Directors of Adult Social Services (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- ◆ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Auditor's responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- ◆ Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of meetings of Trustees; and
- ◆ Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report Year to 31 December 2021

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 1 April 2022

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities Year to 31 December 2021

	Notes	Total Funds 2021 £	Total Funds 2020 £
Income			
Donations and legacies			
. Gifts in kind		41,200	41,200
. Donations		87	300
Other trading activities			
. Sponsorship		299,963	277,100
Interest receivable		1,762	13,487
Charitable activities			
. Contracts, grants and service level agreements	1	2,696,723	2,429,496
. Subscriptions		386,886	371,295
. Conferences and seminars	2	112,180	149,394
Miscellaneous		5,024	4,182
Total income		3,543,825	3,286,454
Expenditure			
Cost of raising funds	3	154,501	71,854
Expenditure on charitable activities			
. Promotion of high quality social care and social justice	4	3,042,213	2,859,341
Total expenditure		3,196,714	2,931,195
Net movement in funds		347,111	355,259
Reconciliation of funds:			
. Fund balances brought forward at 1 January		2,272,453	1,917,194
. Fund balances carried forward at 31 December		2,619,564	2,272,453

All of the charity's activities derived from continuing operations during the above two financial periods.

All income and expenditure in the above two financial periods related to unrestricted funds.

Balance sheet 31 December 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	8	5,361	8,816
Current assets			
Debtors	9	373,896	844,543
Cash deposits		1,015,670	420,000
Cash at bank and in hand		1,406,332	1,762,861
		2,795,898	3,027,404
Liabilities			
Creditors: amounts falling due within one year	10	(181,695)	(763,767)
Net current assets		2,614,203	2,263,637
Total net assets		2,619,564	2,272,453
The funds of the charity:			
Unrestricted funds			
. General fund		2,619,564	2,272,453
Total funds		2,619,564	2,272,453

Approved by the trustees and signed on their behalf by:



Iain Macbeath

Honorary Treasurer

Date of approval: 01.04.2022

Statement of cash flows Year to 31 December 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	238,159	267,776
Cash flows from investing activities:			
Purchase of tangible fixed assets		(780)	(4,961)
Interest received		1,762	13,487
Net cash provided by investing activities		982	8,526
Change in cash and cash equivalents in the year		239,141	285,302
Cash and cash equivalents at 1 January	B	2,182,861	1,897,559
Cash and cash equivalents at 31 December	B	2,422,002	2,182,861

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2021 £	2020 £
Net movement in funds (as per the statement of financial activities)	347,111	355,259
Depreciation	4,235	2,828
Interest receivable	(1,762)	(13,487)
Decrease (increase) in debtors	470,647	(236,624)
(Decrease) increase in creditors	(582,072)	168,800
Net cash provided by operating activities	238,159	276,776

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	1,406,332	1,762,861
Cash deposits	1,015,670	420,000
Total cash and cash equivalents	2,422,002	2,182,861

C Analysis of changes in net debt

	As at 1 January 2021 £	Movement in year £	As at 31 December 2021 £
Cash at bank and in hand	1,762,861	(356,529)	1,406,332
Cash deposits	420,000	595,670	1,015,670
Total cash and cash equivalents	2,182,861	(239,141)	2,422,002

Principal accounting policies 31 December 2021

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2021 with comparative information provided in respect to the year to 31 December 2020. The financial statements are presented in sterling and are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ the valuation of gifts in kind;
- ◆ the extent of completion of work funded by contractual income;
- ◆ the allocation of support costs;
- ◆ the calculation of the provision for bad and doubtful debts;
- ◆ the expected useful life of tangible fixed assets used to calculate the annual depreciation charge;
- ◆ assessing future income and expenditure flows for the purpose of assessing going concern (see below).

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Assessment of going concern (continued)

The charity had liquid reserves at 31 December 2021 in excess of the amount set out in its reserves policy. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due including sufficient to enable the charity to operate in the exceptional circumstances created by Covid-19. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations (being gifts in kind), sponsorship income, interest receivable, income from charitable activities (comprising grants and contractual income, subscriptions, conference and seminar income and fees) and miscellaneous income.

Gifts in kind (i.e. donated services) are recognised in the period in which it is probable that the economic benefits will flow to the charity, provided they can be measured reliably. This is normally when the service is provided to the charity. Such income is recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market. An equivalent amount is included as expenditure.

Sponsorship income is recognised when the charity has entitlement to the income under the relevant sponsorship agreement.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid of payable by the bank.

Income from charitable activities being grants and/or contractual income and income from fees and conferences or seminars is measured at the fair value of the consideration received or receivable, excluding discounts and rebates. Grants from government and other agencies are included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding. Income in respect to seminars and conferences is recognised when the charity has entitlement to such income which is normally on the date of the relevant seminar or conference.

Miscellaneous income is measured at fair value and accounted for on an accruals basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and is stated inclusive of irrecoverable VAT. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Expenditure on raising funds includes all expenditure associated with raising funds for the charity
- ◆ Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of promoting high quality social care and social justice

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, accounting support, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on staff time. This basis is consistent with the use of resources.

Tangible fixed assets

All assets with a cost in excess of £1,000 and an expected useful life exceeding one year are capitalised and depreciated.

Tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

- ◆ IT and Communications equipment 33.3% per annum based on cost

Depreciation is charged from the date of acquisition.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand and short term deposits

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Taxation

ADASS is a registered charity and, therefore, is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Fund structure

The general fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within ADASS's charitable objects.

Designated funds are defined as unrestricted funds set aside by the Trustees for particular purposes in the future. The Trustees have the power to reallocate such funds within unrestricted funds until expended.

Staff costs

The staff group is made up of direct employees and those employed by the Local Government Association (LGA) on behalf of the charity. Salaries and associated costs for secondees, including contributions to a defined benefit pension scheme operated by the LGA, are initially met by the LGA and then are recharged to the charity. These recharged staff costs are included as expenditure in the statement of financial activities as incurred.

1 Contracts, grants and service level agreements

	Total Funds 2021 £	Total Funds 2020 £
Department of Health and Social Care		
. Leadership and Expert Advice on Adult Social Care	166,667	166,667
. Liberty Protection Safeguards	19,718	95,336
. ASCOF	32,015	47,222
. Carers Day Services	—	47,262
. Efficient and Effective Carers Intervention	—	117,264
. Data Outcomes Board Work	10,200	—
. Covid-19 funding	2,151,804	1,290,095
. Contingency planning for the UK's exit from the European Union	—	493,053
Local Government Association		
. Covid-19 Contract	—	106,781
. CHIP SCCMR	161,583	60,000
Home Office EUSS Grant*	144,756	5,816
IMPACT	9,980	—
2021 Total funds	2,696,723	2,429,496

*The Home Office EUSS Grant has been claimed by ADASS based on expenditure incurred in the year for the EU Settlement Scheme project with all funds being spent at year end. All other income from contracts, grants and service level agreements were unrestricted in both the above years.

2 Conferences and seminars

	Total Funds 2021 £	Total Funds 2020 £
Spring seminar	75,650	86,129
Biennial conference	—	63,265
Mental Health Week	5,800	—
September Summit	30,730	—
2021 Total funds	112,180	149,394

All income from conferences and seminars was unrestricted in both the above years.

3 Raising funds

	Total Funds 2021 £	Total Funds 2020 £
Costs of raising sponsorship and donations	151,085	71,253
Other costs associated with raising funds	3,416	601
2021 Total funds (note 3)	154,501	71,854

All expenditure on raising funds was unrestricted in both the above years.

4 Promotion of high quality social care and social justice

	Total Funds 2021 £	Total Funds 2020 £
Special Projects		
. Neighbourhood Integration Project	—	2,389
. LGA CHIP Covid-19	—	84,954
. LGA CHIP SCCMR	—	6,000
. Contingency planning for the UK's exit from the European Union	—	50,806
. DHSC Unpaid Carers Day	—	12,632
. DHSC LPS	—	61,411
. DHSC Covid-19	414,109	204,040
. ASCOF	28,247	35,453
. EUSS	116,384	5,186
. Efficient and Effective Carers Intervention	—	17,000
. Data Outcome Board	10,200	—
. Impact 21	1,026	—
. LGA CHIP staffing 20-21	49,083	—
. LGA CHIP staffing 21-22	112,500	—
. LPS Co-ordinator	19,717	—
Support to ASC		
. LGA CHIP SCCMR	—	54,000
. DHSC Unpaid Carers Day	(3,500)	32,100
. Contingency planning for the UK's exit from the European Union	—	55,390
. DHSC Covid-19	1,733,789	1,047,975
. Efficient and Effective Carers Intervention	—	65,250
. EU Comms	—	369,475
. CHIP carers	32,625	—
Conferences & seminars	44,719	55,092
Subscriptions	2,758	2,650
Administration expenses	4,598	4,399
Bad debts	7,368	(4,479)
IT development costs*	26,937	26,000
Professional fees**	17,068	16,693
Staff travel, subsistence and accommodation	583	767
Support to the President	28,750	48,000
Irrecoverable VAT	15,481	30,537
Support costs (note 5)	375,536	572,793
Depreciation	4,235	2,828
2021 Total funds	3,042,213	2,859,341

*The majority of these costs relate to donated services in relation to website work provided by OLM Systems.

**In 2020, £15,200 relates to donated services in relation to professional advice provided by Cordis Bright.

There was no restricted expenditure for the promotion of high quality social care and social justice in either of the above years.

5 Support costs

	Staff costs £	Office costs £	Total 2021 £	Staff costs £	Office costs £	Total 2020 £
Costs of raising funds (note 3)	151,085	3,416	154,501	71,253	601	71,854
Costs of charitable activities (note 4)	301,629	73,907	375,536	486,390	86,403	572,793
	452,714	77,323	530,037	557,643	87,004	644,647

Support costs have been allocated based on staff time. This basis is consistent with the use of resources.

Office costs include the costs for office accommodation, IT and HR support. These are based on a service level agreement with the LGA.

Support costs above include the following governance costs:

	2021 £	2020 £
Auditor's remuneration		
. Current year	7,830	7,600
. Other services	2,060	2,000
Insurance		
. Trustees' indemnity	558	537
. Other	739	758
Trustees', Executive Committee and meeting expenses	3,761	8,009
	14,948	18,904

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

6 Staff costs

The number of persons employed by the LGA on behalf of the charity or employed directly by the charity during the year was:

	2021 No.	2020 No.
Full time	7.0	9.8
Part time	8.3	3.2
Total	15.3	13.0

Average head count for the number of employees in the year was 11.6 (2020: 11.2)

6 Staff costs (continued)

	2021 £	2020 £
Staff costs during the year were as follows:		
Wages and salaries	887,428	699,509
Social security costs	96,580	75,924
Pension costs	39,491	39,635
	1,023,499	815,068
Payments to subcontractors	173,783	222,057
Other staff costs	6,699	389
	1,203,981	1,037,514

Details of the number of employees with emoluments greater than £60,000 (excluding employer's National Insurance and pension contributions) are as follows:

	2021 No.	2020 No.
£60,001 - £70,000	2	—
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£120,001 - £130,000	1	1

During the year the following pension contribution amounts were paid in respect to the above higher paid employees:

	2021 £	2020 £
Pension contributions	32,794	26,739

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Trustees, the Chief Executive, the Deputy Chief Executive and the Resource Manager of the charity.

The total remuneration (including taxable benefits and employer's national insurance contributions but excluding employer's pension contributions) of the key management personnel for the year was £293,570 (2020 - £297,752).

7 Trustees' expenses and remuneration

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £3,735 (2020: £7,793) have been incurred in respect of three Trustees (2020: two). Expenses comprise hotel accommodation of £nil (2020: £236), travel of £60 (2020: £957), and subsistence and other expenses of £3,675 (2020: £6,600).

7 Trustees' expenses and remuneration (continued)

No Trustee received any remuneration in the year (2020: £nil) from the charity.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £558 (2020: £537) and provides cover of up to a maximum of £1 million (2020: £1 million).

8 Tangible fixed assets

	IT & Comms equipment 2020 £
Cost	
At 1 January 2021	12,251
Additions	781
At 31 December 2021	<u>13,030</u>
Depreciation	
At 1 January 2021	3,436
Charge for the year	4,235
At 31 December 2021	<u>7,671</u>
Net book value	
As at 31 December 2021	5,361
As at 31 December 2020	<u>8,816</u>

9 Debtors

	2021 £	2020 £
Contract income and grants receivable	297,048	697,285
Other debtors	52,600	126,686
Prepayments	24,248	20,572
	<u>373,896</u>	<u>844,543</u>

10 Creditors: amounts falling due within one year

	2021 £	2020 £
Accruals	62,711	62,291
Other creditors	8,911	17,842
Amounts owed to Regions	—	491,698
Taxation and social security	3,063	126,436
Deferred income	107,010	65,500
	181,695	763,767

Deferred income relates to amounts invoiced in relation to funding relating to the next financial year.

	2021 £	2020 £
Deferred income as at 1 January	65,500	115,664
Released in the year	(65,500)	(115,664)
New deferrals	107,010	65,500
Deferred income as at 31 December	107,010	65,500

11 Related party transactions

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, media services and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £283,114 (2020: £257,110). The balance owed to the LGA at 31 December 2021 was £nil (2020: £nil).

In 2021, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £nil (2020 - £48,000) to Norfolk County Council in respect to this and paid £28,750 (2020 - £nil) to Oxfordshire County Council in respect to this.

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 7 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2020 – none).

Accounts

**The Association of
Directors of Adult Social
Services**

**Annual Report and Financial
Statements**

Charity Registration Number
299154

31 December 2020

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Reference and administrative details

Trustees	James Bullion, President (from 30 April 2020) Stephen Chandler, Vice President (from 30 April 2020) Julie Ogley, Immediate Past President (from 30 April 2020) Iain MacBeath, Honorary Treasurer Richard Webb, Honorary Secretary (to 30 April 2020) Glen Garrod, Honorary Secretary (from 30 April 2020) Sarah McClinton (from 3 November 2020) Alison Tombs Brian Parrott (to 12 October 2020) Richard Humphries (from 12 October 2020) Andy Begley (to 31 August 2020) Catharine Roff Carol Tozer
Chief Officer	Cathie Williams
Resource Manager	Julie Boulting-Hodge
Principal address	Association of Directors of Adult Social Services 18 Smith Square London SW1P 3HZ
Charity Registration Number	299154
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	Metro Bank plc London WC1B 5HA
Insurance	Access Insurance Selsdon House 212-220 Addlington Road South Croydon Surrey CR2 8LD

The Trustees present their statutory report together with the financial statements of the Association of Directors of Adult Social Services for the year ended 31 December 2020.

The financial statements have been prepared in accordance with the accounting policies set out on pages 23 to 26 of the attached financial statements and comply with the charity's constitution, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective for accounting periods commencing 1 January 2015 or later.

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

Objectives and activities

The constitution of ADASS sets out the following charitable objects:

- a) *To promote the education of the public in matters of social policy, social organisation and social problems*
- b) *To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.*
- c) *To promote the preservation of family, friendship and community life for the benefit of the public.*
- d) *To promote inclusion of older, disabled and mentally ill people in all aspects of society.*

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Objectives and activities (continued)

ADASS produces an annual business plan that outlines the key activities for the Association on a three-year rolling basis. In 2020 two iterations of the business plan were developed in response to the onset of the coronavirus pandemic. The first was an interim plan, published in April 2020, which set out the high-level activities relating to the Covid-19 response, as well as an overview of the activities that would enable the Association to deliver on essential business as usual activities. The second, published in September 2020, was a more comprehensive business plan that provided an overview of the work relating to ADASS's priorities, alongside the work required to support the ongoing response to the pandemic for the remainder of the year and beyond.

The Association's aims and objectives are met in a variety of ways, some aimed directly at the public and others aimed indirectly at the public via the impact and influence it has on government, policy makers, and other professions and organisations who serve the public. Whilst the Association's activities and achievements are reported in full throughout this Annual Report, some of the key activities are outlined below.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Achievements and performance in 2020

Policy and Practice

Over the course of the year a substantial volume of work has been delivered by ADASS, with a significant shift in focus required from March 2021 onwards in response to the onset of Covid-19. In the first quarter of the year, ADASS was completing No-Deal Brexit contingency planning and communications, most particularly in relation to service continuity in the context of underfunded and fragile care markets. This was funded through the Department of Health and Social Care (DHSC).

Achievements and performance in 2020 (continued)

Policy and Practice (continued)

From March onwards ADASS was pivotal in the response to the pandemic in relation to people needing social care, whether through social work and personal care, shielded people, responses to rough sleepers, safeguarding or mental ill health. ADASS staff and members pulled out all the stops, working over weekends and holidays to comment on formative stages of government responses, to co-ordinate local responses and to rapidly communicate issues from local areas into national forums for resolution. The impact of the pandemic on people needing care and support, the least equal members of society, was tragic, but could have been far worse had it not been for the co-ordination of ADASS staff and members locally, regionally and nationally with a range of partners. Over the course of the pandemic there were significant challenges: the supply and quality of PPE, testing, guidance, terrible outbreaks in care homes, visiting, social distancing and the ability to provide services in any kind of group settings, the loneliness of isolation and the fear of older and disabled people to have staff in their homes. ADASS co-chaired the initial DHSC national steering group for social care, was a key player in the Task Force and part of every working group, produced a wide range of advice notes and top tips for its members, including on safeguarding in closed institutions, human rights and visiting. DHSC funded additional staffing nationally and for the regions between April to July and again at the end of the year. Specific work, including every ADASS member was delivered in relation to a review of risks and mitigations in respect to service continuity relating to Covid, winter and No-Deal EU Exit. The pandemic flu planning that DHSC had commissioned from ADASS in 2017 proved to be a helpful foundation but Covid was different and on a scale that none of us have known in our lifetimes.

This work influenced the response of government and of NHS England (NHSE). In the revision of the hospital discharge guidance in July and the conclusions of the Task Force, ADASS's input was evident and supported the co-ordination of delivery by regions and local Directors of Adult Social Services (DASSs).

As set out above, this led to the publication of two business plans over the course of the calendar year as the Association reprioritised its focus initially to deliver a core of business as usual, alongside responding to the needs of older and disabled people, their carers and care staff, members and government departments. It is important to emphasise that throughout the year the ADASS policy and enabling priorities set out in the business plan have underpinned everything that we have delivered.

We have undertaken significant work to ensure that we have a strong evidence base by which to provide professional input, both written and verbally, to a range of key stakeholders. In the past year we have undertaken enhanced Budget and Autumn Surveys, a day services survey and a rapid provider support survey. The latter sought to provide an up-to-date picture of not only the financial sustainability of adult social care, but also the impacts of the onset of Covid-19.

The Home Office provided grant funding to ADASS to enable support with the European Union Settlement Scheme (EUSS) relating to 'vulnerable' people in needing care and support, and the workforce. DHSC have also provided funding to support the development of work relating to Liberty Protection Safeguards.

Achievements and performance in 2020 (continued)

Policy and Practice (continued)

We have also sought to continue to prioritise our 'business as usual' activities. This includes maintaining a strong emphasis on the need for sustainable funding and reform for adult social care. To help communicate our key policy asks of Government for a reformed social care system, we developed and published Adult Social Care - [Nine Statements to Help Shape Adult Social Care Reform](#). This document clearly sets out the principles that we believe can help shape the future of adult social care. In short these are:

- ◆ We need a public conversation about adult social care reform.
- ◆ Locally integrated care built around the individual should be the norm.
- ◆ We need a complete review of how care markets operate.
- ◆ We must address existing and historical inequalities
- ◆ Good quality housing and accommodation is central to care and to our lives.
- ◆ We need a workforce strategy.
- ◆ We must prioritise access to technological and digital solutions.
- ◆ We need a cross-government strategy.
- ◆ We need a managed & funded transition pending proper long-term funding.

The Nine Statements have formed the basis of our wider policy and influencing work. We have met with and discussed reform with the DHSC, Ministry of Housing, Communities & Local Government (MHCLG), HM Treasury and No10 colleagues alongside local government and social care sector colleagues. We have continued to provide regular input into a number of NHS interface initiatives including supporting the work of the Better Care Fund team, Emergency Care teams and the Ageing Well workstream.

Under the heading of the Care We Want priority, we have continued our Carers' Network and ongoing relationship with Carers' UK and Carers' Trust. We have also continued our work in relation to developing housing-based care solutions and have started further dialogue with the Associated Retirement Community Operators on projecting need. We have worked through our Commissioning Network to strengthen our focus on quality, provider viability and social value. We continue to engage with Care Quality Commission in relation to quality and safeguarding, restraint, segregation and seclusion.

We worked with the TEC Services Association (TSA) to establish a technology commission to examine the role of technology in a reformed social care system. The commission reported in March 2021.

DHSC commissioned ADASS to work on the second phase of the Adult Social Care Outcomes Framework project. The project will produce a report, having consulted a range of local authorities, sector experts and people with lived experience, that sets out a refined set of metrics that better reflect the outcomes that the sector hopes to achieve through the provision of care and support services. This is expected to report in March 2021.

In relation to our workforce priority, we have supported the adult social care recruitment campaign, linking with the ADASS regions. Our Workforce Network has continued to be active across a range of fronts. We also jointly hosted bi-annual workforce conferences with Skills for Care and the Local Government Association (LGA).

Achievements and performance in 2020 (continued)

Policy and Practice (continued)

The past year has also seen a strong focus on equality, diversity and inclusion (EDI). This has included the establishment of an EDI Action Group. The agreed focus for the group going into 2021 is workforce. The group recognises that the only way to increase the diversity of Directors of Adult Social Services and Assistant Directors is by developing a more diverse pipeline of people at middle management level.

Our staff, members and the President's team have continued to work with key partners including people with lived experience, NHS organisations, the Local Government Association, Care Quality Commission, Healthwatch, National Audit Office, the Office of the Public Guardian, think tanks, research bodies, government departments, the Care and Support Alliance and the Care Providers Alliance, the criminal justice system and voluntary and community sector partners.

Communications and Public Affairs

Communication is key for ADASS. All team members play an active role in communicating with our members, partners, press and the public.

ADASS has been funded by government in recognition of its excellent internal communication mechanisms. The onset of Covid-19 led to the volume and importance of content from a range of sources, including government departments, increasing substantially. To ensure that this messaging was disseminated to members and that members' issues were raised with government in a timely manner we increased the frequency of our member bulletins from weekly to five times per week.

Trustees have been kept apprised of key issues and developments daily via an evening summary email with a weekly virtual call for business requiring rapid discussion and decision making. ADASS regional chairs and leads receive weekly summary emails, at a minimum, and during the course of the pandemic have actively participated in fortnightly virtual calls, in turn increasing their communications within the regions.

We have worked hard to ensure that the profile of adult social care is communicated through the media to inform public debate. Our work in developing relationships with and in briefing journalists has led to 28 broadcast interviews across a range of media outlets. In addition to this, ADASS was quoted 185 times in the national or trade media in 2020, the equivalent of once every other day.

We have specifically sought to ensure that the voice of those with care and support needs is central to our media messaging and that there is a stronger focus on adult social care in national media coverage, whether in relation to the Covid-19 pandemic or the wider challenges facing care and support services.

Achievements and performance in 2020 (continued)

Events

Our annual Spring Seminar is our key member event, providing an opportunity for our members to come together to explore the key issues facing adult social care and to help shape our thinking for the coming year. Due to the Covid-19 pandemic, the Spring Seminar became a Summer Seminar which we hosted virtually on 22 and 23 July 2020. This was our first ever virtual conference and it provided a timely opportunity for more than 450 colleagues to come together to reflect on the challenges posed by the pandemic, to celebrate the contribution of adult social care and to refocus the wider questions facing the sector. Over two days we heard contributions from a broad range of members, as well as people with lived experience and other sector experts. We also formally launched the Nine Statements to help shape adult social care reform.

The [National Children and Adult Services Conference](#) (NCASC) also took place as a virtual event as a result of the onset of the coronavirus pandemic and resultant local and national restrictions on social contact. NCASC is an annual event providing a critical opportunity for leaders in social care to come together, learn and share challenges and opportunities. It is run in alternative years by ADASS and the Local Government Association (LGA) and is in less challenging times a key source of income for the charity.

The event saw more than 700 colleagues joining a number of excellent virtual plenary and sub-plenary sessions, which were aligned to the ADASS policy priorities set out in the past three iterations of our Business Plan. These included sessions on Equality, Diversity and Inclusion, housing, mental health and winter, workforce, care markets and EU Exit.

The contributions over the three days of the virtual event were from a range of individuals and organisations, including people with lived experience, sector experts, DASSs, Third Sector organisations and government and opposition ministers. Positive feedback was received with many referencing the informative nature of the conference, and the enhanced reach of the conference due to it being virtual and enabling a greater number of staff from each local authority to be able to attend.

We also delivered a programme of round table events in partnership with a number of our partners and sponsors, on a series of issues including assisted technology, housing and a range of Covid-19 related issues.

Public Affairs

We have continued to utilise our position as experts in adult social care to inform and influence key policy agendas. The intelligence gathered from our surveys - rapid provider support, Annual Budget and Autumn Survey - has enabled us to clearly articulate the opportunities and challenges facing the sector to parliamentarians, the Civil Service, key sector stakeholders and the public. The results of our various surveys have been routinely quoted and referenced in key reports by parliamentary committees, think tanks and other key partners and shaped the wider political conversation about adult social care and reform.

Achievements and performance in 2020 (continued)

Public affairs (continued)

The President and Trustees spoke at a range of events over the course of 2020, the majority of which were hosted virtually. These high-profile events, many of which were virtual, were arranged for the Local Government Association, NHS Confederation, the Ministry of Justice (MJ) and Carers UK, . These events have helped us to position the Nine Statements and to influence wider conversations about adult social care.

ADASS provided verbal evidence to a range of parliamentary committees including the Health and Social Care Committee, Housing, Communities and Local Government Committee and the Lords Public Services Committee. We have also provided written evidence to parliamentary inquiries including those focused on Covid-19 and wider issues. In each case, our evidence has helped shape the relevant Committees' final reports. We also provided verbal and written evidence to the Low Pay Commission.

We responded to a range of Government consultations and calls for evidence, including the Spring and Autumn Budgets, Spending Review, the provisional local government finance settlement, Department for Business, Energy and Industrial Strategy Carer's Leave consultation and the Health and Social Care Committee Inquiry – Social Care: Funding and Workforce.

ADASS Trustees have met with a range of representatives from the main political parties, including Helen Whately, MP, Rt. Hon. Sir Keir Starmer, MP, Rt. Hon. Jeremy Hunt, MP, Liz Kendall, MP and Munira Wilson, MP.

Financial review

During the year, the Association was involved in many activities, as set out above. The net movement in funds for the year generated by those activities was a surplus of £355,259 (2019: £37,407 surplus).

Total income for the year was £3,286,454 (2019: £2,095,808). Sponsorship received for the benefit of members was £277,100 (2019: £239,800). Membership subscription income increased in the year to £371,295 (2019: £327,057). Grant and contract funding increased during the year from £1,340,959 in 2019 to £2,429,496 in 2020. The income received includes funding from the Department of Health and Social Care to support the infrastructure of ADASS, to provide independent advice and ensure its capacity to achieve shared objectives.

Membership remains very good value for local authorities and they may now have up to six members of ADASS in total as a result of the extended membership scheme now including the Principal Social Worker role. The Spring Seminar was again successful this year with a surplus of £55,275 (2019 – surplus of £31,988) of income over expenditure. Gifts in kind income in both 2019 and 2020 was £41,200.

The Association's total funds were £2,272,453 at 31 December 2020 compared to £1,917,194 at 31 December 2019. No funds were restricted to specific purposes. Designated funds at 1 January 2020 of £171,115 were utilised during the year for specific purposes.

Financial review (continued)

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance on the established level of reserves (those funds that are freely available) that the charity ought to have at any given time and the increasing tendency towards shorter term agreements for funding. The Association needs to maintain sufficient funds to cover any potential loss in sponsorship and conference income and short-term cash flow and to have approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) available at all times and to cover costs of the Association in the event of the charity winding up. This equates to approximately £1,860,000. At the current time, the reserves have to be sufficient to enable ADASS to operate in the exceptional circumstances created by the Covid-19 pandemic.

The level of free reserves at 31 December 2020 was £2,263,634 (2019 - £1,739,396) being general funds of £2,272,453 (2019 - £1,746,079) minus the net book value of tangible fixed assets i.e. £8,816 (2019 - £6,683). This is slightly higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the uncertainties created by the Covid-19 pandemic.

Plans for the future

The implementation of the Next Generation review work has laid solid foundations for the future of ADASS. Upskilling the staff team and our national and regional infrastructures enabled us to respond rapidly to the pandemic and deliver timely advice to members and to government. The President, Trustees and Chief Officer, supported by the staff team have been able to engage in a range of critical national activity during 2020. We were able to rapidly recruit and induct a diverse and talented group of temporary staff. It is our intention to continue to build on this and to further increase our capacity and effectiveness, working with clear vision, beliefs and values. It is clear that the focus on resources, workforce, social justice and inclusion, sustainable health and care systems and the quality and sustainability of personalised care and support will necessarily continue. We are working hard to influence decision makers to agree long term funding solutions and the material to deliver the care, support and safeguards we want for people to live the lives they want to live.

Trustees acknowledge and recognise the impact of the Covid-19 pandemic on the current and future operations of the charity, its beneficiaries, partners and stakeholders, and our wider society. The national team has moved to full remote working which has proved both a success in reducing commuting time and a challenge in relation to caring for children and ageing parents. As well as the personal risk to health of our members and staff, the charity has lost planned income as the result of the switch to online events. The impact on both the wellbeing and increased responsibilities for care giving on key personnel has had personal costs. The staff team, Trustees and Regional Chairs have been phenomenal in the amount of work undertaken, in their talents and in their support for each other. Trustees will continue to keep income generation and the balance of subscriptions, events, contracts, grants and sponsorship under review. However, as noted above, whilst there will be challenges, the Trustees do not expect material concerns to arise over the charity's financial position.

Structure, governance and management

The governing body of ADASS is the Board of Trustees, which comprises of ten posts. Occasionally vacancies arise when a Trustee leaves and occasionally someone is elected to a post ahead of a vacancy, which may decrease/increase the number of Trustees on a temporary basis. Trustees meet formally at least five times a year and, due to the pandemic, these meetings have been remote. Further informal meetings by teleconference now take place weekly. Trustees are elected for a three-year term and may serve a second three-year term. The Trustees are ex officio officers of the Association and new officers after election are inducted and trained by existing Trustees and ADASS staff.

The staff team supports members, the Executive Council and Trustees. It has been enhanced temporarily during the year to respond to the pandemic and is deployed as follows:

The **Chief Officer** provides support to the President, Trustees, Executive, attendance at senior private meetings and the leadership of the staff team.

The **Deputy Chief Officer** supports the Chief Officer and provides advice and leadership, with specific responsibility for policy and communications.

The **Resource Manager** supports the Trustees and manages the business functions of the organisation.

Two acting **Assistant Chief Officers** (job share), three **Senior Officers and a Liberty Protection Standards Co-ordinator** have had the lead for co-ordinating work on policy, practice and links with ADASS regions. A **Co-ordinator** leads our work supporting EU settled status and adult social care.

The **Business Partnerships Manager** has developed sponsorship with a range of organisations.

A **Communications, Events and Systems Lead** manages member engagement and external communications via the website, seminars, conferences and events.

Three **Administrators** focus on supporting the charity overall, and finance, membership, events, communications and membership engagement in particular.

The majority of staff are on fixed-term contracts and provide support for the priority areas of the business plan, for the regional and policy leads of the Association and for communications with the regional policy and Sector Led Improvement staff. One policy officer remained seconded to Social Care Institute for Excellence (SCIE) as part of the Think Local Act Personal project throughout the year.

The functions relating to the organisation of the National Children and Adult Services Conference are provided under contract with North Yorkshire Council.

Structure, governance and management (continued)

Key management personnel

The Trustees consider that they, together with the Chief Officer, Deputy Chief Officer and Resource Manager, comprise the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day to day basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity. However, as a result of contracts with DHSC during Covid, funding has increased to the President's council to partially compensate and allow backfill for his time delivered nationally.

The Chief Officer is employed on a part-time (four days per week) basis. This post, alongside the part time Resource Manager and Deputy Chief Officer are remunerated on a salary scale decided by Trustees in consideration of the skills, knowledge and experience needed.

Risk management

The Trustees review the principal risks and uncertainties that the charity faces at each of their meetings held throughout the year. During these meetings risks are raised and discussed, existing mitigations are reviewed, and new actions are set to minimise or manage any potential impact to the charity should the risks materialise. This process is particularly important during the current Covid-19 pandemic. The risks considered can be divided into two main areas

- ◆ Financial – includes considerations such as the future financial stability of the charity, bad debts, the risk of fraud and issues arising as a result of poor budgetary control and inappropriate spending.
- ◆ Governance and management – includes risks around the staffing and functional requirements of the charity, reputation, the ability of the charity to provide the level of service, and the efficient and proper use of its resources.

Financial

There is a need to ensure sufficient income is generated to sustain future staffing requirements and activity.

Trustees acknowledge the risks relating to potential loss of income and decrease in the level of reserves particularly in the current climate.

ADASS deliberately seeks to secure income from a range of diverse sources in order to mitigate the risk of the failure of any one.

Sponsorship income has made a significant contribution to the sustainability of the charity and Trustees continue to review the benefits, risks and implications particularly in the challenging financial climate.

Contracts with DHSC, the Home Office and funding from the Care and Health Improvement Partnership increased in proportion during 2020.

Service contracts are reviewed on a rolling programme.

Structure, governance and management (continued)

Risk management (continued)

Governance and management

1. *Charity Governance Code (Larger Charities).*

Trustees have agreed to work towards full compliance with the recommendations of the Code. The third annual compliance review took place in December and areas requiring further attention included:

- ◆ Continued focus on impact and outcome measurement
- ◆ Positive action to set and achieve diversity objectives

Trustees, the Chief and Deputy Chief Officers and Resource Manager undertook an externally facilitated evaluation and development exercise, and plan to continue to implement the recommendations in the coming year.

2. *Capacity planning for ADASS elected voluntary roles*

Trustees have successfully led ADASS throughout the year and have sought to actively recruit colleagues for voluntary lead roles within the organisation. Regional Chairs have taken an increasingly significant role in co-ordinating activity relating to Brexit, Sector Led Improvement, Service Continuity and Covid.

3. *Capacity planning for staffing within the ADASS staff team*

The ongoing plan to upskill and increase staffing moves ADASS towards more fitting staffing structures. This has included the appointment of acting Assistant Chief Officers to increase capacity, and a realignment of the communications function. It is an aspiration, subject to funding, to continue in this direction, particularly as the organisation's credibility increases.

Having assessed the major risks to which the charity is exposed, the Trustees believe that by monitoring reserve levels, by ensuring controls exist of key financial systems, and by examining the operational and business risks faced by the charity, they have established effective systems to mitigate the risks. In particular, as noted above, whilst Covid-19 will continue to present challenges, the Trustees believe the associated risks are manageable.

Raising funds

In 2020 the charity did not seek to raise funds from individuals but has partnered with sponsors who are sympathetic with our charitable aims and objectives.

Acknowledgements

We value the support we received from our sponsors at the Spring Seminar, NCASC and throughout the year. We would like to thank *adam* HTT, Home Group, Cordis Bright, EveryLIFE Technologies, EY, Grant Thornton, HAS Technology, IMPOWER, Microsoft, Newton, OLM, PA Consulting, PPP Taking Care Ltd, RT Group and Tunstall Healthcare. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

ADASS complies with all requirements of the General Data Protection Regulation (GDPR) and works hard to protect personal data both within ADASS and that of our partners. We will never sell on any personal information.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of Trustees' responsibilities (continued)

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees and signed on their behalf by:

Iain MacBeath

Iain MacBeath

Honorary Treasurer

Date: 29/03/21

Independent auditor's report to the Trustees of The Association of Directors of Adult Social Services

Opinion

We have audited the financial statements of the Association of Directors of Adult Social Services (the 'charity') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report Year to 31 December 2020

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- ◆ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Auditor's responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- ◆ Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of meetings of Trustees; and
- ◆ Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

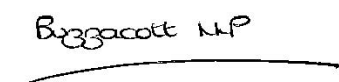
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report Year to 31 December 2020

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Buzzacott LLP". Below the signature is a horizontal line.

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

22 April 2021

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities Year to 31 December 2020

	Notes	Total Funds 2020 £	Total Funds 2019 £
Income			
Donations and legacies			
. Gifts in kind		41,200	41,200
. Donations		300	—
Other trading activities			
. Sponsorship		277,100	239,800
Interest receivable		13,487	14,326
Charitable activities			
. Contracts, grants and service level agreements	1	2,429,496	1,340,959
. Subscriptions		371,295	327,057
. Conferences and seminars	2	149,394	102,256
Miscellaneous		4,182	30,210
Total income		3,286,454	2,095,808
Expenditure			
Cost of raising funds	3	71,854	70,253
Expenditure on charitable activities			
. Promotion of high quality social care and social justice	4	2,859,341	1,988,148
Total expenditure		2,931,195	2,058,401
Net income before transfers		355,259	37,407
Transfer between funds	12	—	—
Net movement in funds		355,259	37,407
Reconciliation of funds:			
. Fund balances brought forward at 1 January	12	1,917,194	1,879,787
. Fund balances carried forward at 31 December	12	2,272,453	1,917,194

All of the charity's activities derived from continuing operations during the above two financial periods.

All income and expenditure in the above two financial periods related to unrestricted funds.

Balance sheet 31 December 2020

	Notes	2020 £	2019 £
Fixed assets			
Tangible assets	8	<u>8,816</u>	<u>6,683</u>
Current assets			
Debtors	9	844,543	607,919
Cash deposits		420,000	20,000
Cash at bank and in hand		<u>1,762,861</u>	<u>1,877,559</u>
		3,027,404	2,505,478
Liabilities			
Creditors: amounts falling due within one year	10	(763,767)	(594,967)
Net current assets		<u>2,263,637</u>	<u>1,910,511</u>
Total net assets	11	<u>2,272,453</u>	<u>1,917,194</u>
The funds of the charity:			
Unrestricted funds			
. General fund	12	2,272,453	1,746,079
. Designated funds	12	—	171,115
Total funds	12	<u>2,272,453</u>	<u>1,917,194</u>

Approved by the trustees and signed on their behalf by:

Iain MacBeath

Honorary Treasurer Iain MacBeath

Date of approval: 29/03/21

Statement of cash flows Year to 31 December 2020

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	267,776	(51,227)
Cash flows from investing activities:			
Purchase of tangible fixed assets		(4,961)	(7,290)
Interest received		13,487	14,326
Net cash provided by investing activities		8,526	7,036
Change in cash and cash equivalents in the year		285,302	(44,191)
Cash and cash equivalents at 1 January 2020	B	1,897,559	1,941,750
Cash and cash equivalents at 31 December 2020	B	2,182,861	1,897,559

Notes to the statement of cash flows for the year to 31 December 2020.

A Reconciliation of net movement in funds to net cash provided by (used in) operating activities

	2020 £	2019 £
Net movement in funds (as per the statement of financial activities)	355,259	37,407
Depreciation	2,828	607
Interest receivable	(13,487)	(14,326)
Increase in debtors	(236,624)	(108,175)
Increase in creditors	168,800	33,260
Net cash provided by (used in) operating activities	276,776	(51,227)

B Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	1,762,861	1,877,559
Cash deposits	420,000	20,000
Total cash and cash equivalents	2,182,861	1,897,559

Principal accounting policies 31 December 2020

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2020 with comparative information provided in respect to the year to 31 December 2019. The financial statements are presented in sterling and are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ the valuation of gifts in kind
- ◆ the extent of completion of work funded by contractual income
- ◆ the allocation of support costs
- ◆ the calculation of the provision for bad and doubtful debts
- ◆ the expected useful life of tangible fixed assets used to calculate the annual depreciation charge
- ◆ assessing future income and expenditure flows for the purpose of assessing going concern (see below).

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Assessment of going concern (continued)

The total eventual impact of the ongoing global coronavirus pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, suppliers, beneficiaries and the wider economy. The charity had liquid reserves at 31 December 2020 in excess of the amount set out in its reserves policy. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due including sufficient to enable the charity to operate in the exceptional circumstances created by Covid-19. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations (being gifts in kind), sponsorship income, interest receivable, income from charitable activities (comprising grants and contractual income, subscriptions, conference and seminar income and fees) and miscellaneous income.

Gifts in kind (i.e. donated services) are recognised in the period in which it is probable that the economic benefits will flow to the charity, provided they can be measured reliably. This is normally when the service is provided to the charity. Such income is recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market. An equivalent amount is included as expenditure.

Sponsorship income is recognised when the charity has entitlement to the income under the relevant sponsorship agreement.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid of payable by the bank.

Income from charitable activities being grants and/or contractual income and income from fees and conferences or seminars is measured at the fair value of the consideration received or receivable, excluding discounts and rebates. Grants from government and other agencies are included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding. Income in respect to seminars and conferences is recognised when the charity has entitlement to such income which is normally on the date of the relevant seminar or conference.

Miscellaneous income is measured at fair value and accounted for on an accruals basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and is stated inclusive of irrecoverable VAT. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- ◆ Expenditure on raising funds includes all expenditure associated with raising funds for the charity
- ◆ Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of promoting high quality social care and social justice

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, accounting support, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on staff time. This basis is consistent with the use of resources.

Tangible fixed assets

All assets with a cost in excess of £1,000 and an expected useful life exceeding one year are capitalised and depreciated.

Tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

- ◆ IT and Communications equipment 33.3% per annum based on cost

Depreciation is charged from the date of acquisition.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand and short term deposits

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Taxation

ADASS is a registered charity and, therefore, is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Fund structure

The general fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within ADASS's charitable objects.

Designated funds are defined as unrestricted funds set aside by the Trustees for particular purposes in the future. The Trustees have the power to reallocate such funds within unrestricted funds until expended.

Staff costs

The staff group is made up of direct employees and those employed by the Local Government Association (LGA) on behalf of the charity. Salaries and associated costs for secondees, including contributions to a defined benefit pension scheme operated by the LGA, are initially met by the LGA and then are recharged to the charity. These recharged staff costs are included as expenditure in the statement of financial activities as incurred.

1 Contracts, grants and service level agreements

	Total Funds 2020 £	Total Funds 2019 £
Department of Health and Social Care		
. Leadership and Expert Advice on Adult Social Care	166,667	166,666
. Liberty Protection Safeguards	95,336	113,204
. ASCOF	47,222	5,278
. Carers Day Services	47,262	—
. Efficient and Effective Carers Intervention	117,264	149,236
. Local Authority Contingency Plans (Allied)	—	8,495
. Covid-19 funding	1,290,095	—
. Contingency planning for the UK's exit from the European Union	493,053	816,947
Local Government Association		
. Learning Difficulties	—	19,108
. Covid-19 Contract	106,781	—
. Tripartite Agreement	—	62,025
. CHIP SCCMR	60,000	—
Home Office EUSS Grant	5,816	—
2020 Total funds	2,429,496	1,340,959

All income from contracts, grants and service level agreements was unrestricted in both the above years.

2 Conferences and seminars

	Total Funds 2020 £	Total Funds 2019 £
Spring seminar	86,129	102,256
Biennial conference	63,265	—
2020 Total funds	149,394	102,256

All income from conferences and seminars was unrestricted in both the above years.

3 Raising funds

	Total Funds 2020 £	Total Funds 2019 £
Costs of raising sponsorship and donations	71,253	69,571
Other costs associated with raising funds	601	682
2020 Total funds	71,854	70,253

All expenditure on raising funds was unrestricted in both the above years.

4 Promotion of high quality social care and social justice

	Total Funds 2020 £	Total Funds 2019 £
Special Projects		
. Neighbourhood Integration Project	2,389	—
. Allied	—	1,560
. Safeguarding, Tripartite Agreement	—	58,423
. Autism	—	15,413
. LGA CHIP Covid-19	84,954	—
. LGA CHIP SCCMR	6,000	—
. Contingency planning for the UK's exit from the European Union	50,806	118,643
. DHSC Unpaid Carers Day	12,632	—
. DHSC LPS	61,411	—
. DHSC Covid-19	204,040	—
. ASCOF	35,453	—
. EUSS	5,186	—
. Efficient and Effective Carers Intervention	17,000	31,111
Support to ASC		
. LGA CHIP SCCMR	54,000	—
. DHSC Unpaid Carers Day	32,100	—
. Contingency planning for the UK's exit from the European Union	55,390	320,973
. DHSC Covid-19	1,047,975	—
. Efficient and Effective Carers Intervention	65,250	118,125
. EU Comms	369,475	375,997
Conferences & seminars	47,255	70,268
Sponsorship expenditure	3,937	15,647
Subscriptions	2,650	6,525
Conference distribution	3,900	—
Administration expenses	3,699	10,502
Bad debts	(4,479)	22,754
Event/activity costs	—	773
IT development costs*	26,000	26,000
Professional fees**	16,693	20,242
Staff travel, subsistence and accommodation	767	8,225
Support to the President	48,000	19,500
Irrecoverable VAT	30,537	43,280
Printing and postage	700	4,419
Support costs (note 5)	572,793	699,161
Depreciation	2,828	607
2020 Total funds	2,859,341	1,988,148

*The majority of these costs relate to donated services in relation to website work provided by OLM Systems.

**In 2020, £15,200 relates to donated services in relation to professional advice provided by Cordis Bright.

There was no restricted expenditure for the promotion of high quality social care and social justice in either of the above years.

5 Support costs

	Staff costs £	Office costs £	Total 2020 £	Staff costs £	Office costs £	Total 2019 £
Costs of raising funds (note 3)	71,253	601	71,854	69,571	682	70,253
Costs of charitable activities (note 4)	486,390	86,403	572,793	635,686	63,475	699,161
	557,643	87,004	644,647	705,257	64,157	769,414

Support costs have been allocated based on staff time. This basis is consistent with the use of resources.

Office costs include the costs for office accommodation, IT and HR support. These are based on a service level agreement with the LGA.

Support costs above include the following governance costs:

	2020 £	2019 £
Auditor's remuneration		
. Current year	7,600	7,500
. Other services	2,000	2,000
Insurance		
. Trustees' indemnity	537	436
. Other	758	647
Trustees', Executive Committee and meeting expenses	8,009	13,598
	18,904	24,181

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

6 Staff costs

The number of persons employed by the LGA on behalf of the charity or employed directly by the charity during the year was:

	2020 No.	2019 No.
Full time	9.8	7.0
Part time	3.2	2.4
Total	13	9.4

Average head count for the number of employees in the year was 11.2 (2019: 8.5)

6 Staff costs (continued)

	2020 £	2019 £
Staff costs during the year were as follows:		
Wages and salaries	699,509	538,748
Social security costs	75,924	57,465
Pension costs	39,635	30,783
	815,068	626,996
Payments to subcontractors	222,057	300,199
Other staff costs	389	3,211
	1,037,514	930,406

Details of the number of employees with emoluments greater than £60,000 (excluding employer's National Insurance and pension contributions) are as follows:

	2020 No.	2019 No.
£60,001 - £70,000	—	1
£70,001 - £80,000	2	2
£80,001 - £90,000	1	—
£90,001 - £100,000	—	1
£120,001 - £130,000	1	—

During the year the following pension contribution amounts were paid in respect to the above higher paid employees:

	2020 £	2019 £
Pension contributions	26,739	21,909

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Trustees, the Chief Officer, the Deputy Chief Officer and the Resource Manager of the charity.

The total remuneration (including taxable benefits but excluding employer's pension contributions) of the key management personnel for the year was £264,826 (2019 - £197,537).

7 Trustees' expenses and remuneration

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £7,793 (2019: £10,793) have been incurred in respect of two Trustees (2019: five). Expenses comprise hotel accommodation of £236 (2019: £2,448), travel of £957 (2019: £4,298), and subsistence and other expenses of £6,600 (2019: £4,047).

7 Trustees' expenses and remuneration (continued)

No Trustee received any remuneration in the year (2019: £nil) from the charity.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £537 (2019: £436) and provides cover of up to a maximum of £1 million (2019: £1 million).

8 Tangible fixed assets

	IT & Comms equipment 2020 £
Cost	
At 1 January 2020	7,290
Additions	4,961
At 31 December 2020	<u>12,251</u>
Depreciation	
At 1 January 2020	608
Charge for the year	2,828
At 31 December 2020	<u>3,436</u>
Net book value	
As at 31 December 2019	6,682
As at 31 December 2020	<u>8,816</u>

9 Debtors

	2020 £	2019 £
Contract income and grants receivable	697,285	486,073
Other debtors	126,686	91,693
Prepayments	20,572	30,153
	<u>844,543</u>	<u>607,919</u>

10 Creditors: amounts falling due within one year

	2020 £	2019 £
Accruals	62,291	23,675
Other creditors	17,842	—
Amounts owed to Regions	491,698	315,885
Taxation and social security	126,436	139,743
Deferred income	65,500	115,664
	763,767	594,967

Deferred income relates to amounts invoiced in relation to 2020 funding.

	2020 £	2019 £
Deferred income as at 1 January	115,664	169,294
Released in the year	(115,664)	(169,294)
New deferrals	65,500	115,664
Deferred income as at 31 December	65,500	115,664

11 Analysis of net assets between funds

	2020 Unrestricted funds			2019 Unrestricted funds		
	General Fund £	Designated Funds £	Total 2020 £	General Fund £	Designated Funds £	Total 2019 £
Tangible fixed assets	8,816	—	8,816	6,683	—	6,683
Current assets	3,027,404	—	3,027,404	2,334,363	171,115	2,505,478
Current liabilities	(763,767)	—	(763,767)	(594,967)	—	(594,967)
	2,272,453	—	2,272,453	1,746,079	171,115	1,917,194

12 Funds

	At 1 January 2020 £	Income £	Expenditure £	Transfers £	At 31 December 2020 £
Designated funds					
. NCAS Conference	91,115	—	—	(91,115)	—
. Support fund	80,000	—	—	(80,000)	—
General fund	1,746,079	3,286,454	(2,931,195)	171,115	2,272,453
	1,917,194	3,286,454	(2,931,195)	—	2,272,453

12 Funds (continued)

	At 1 January 2019 £	Income £	Expenditure £	Transfers £	At 31 December 2019 £
Designated funds					
. NCAS Conference	182,231	—	—	(91,116)	91,115
. Support fund	90,000	—	—	(10,000)	80,000
General fund	1,607,556	2,095,808	(2,058,401)	101,116	1,746,079
	<u>1,879,787</u>	<u>2,095,808</u>	<u>(2,058,401)</u>	<u>—</u>	<u>1,917,194</u>

NCAS Conference fund:

The fund comprised the charity's share of the surplus generated from the conference in 2018. The transfer from this fund to the general fund during the year of £91,115 (2019 - £91,116) is to support the core activities of the charity.

Support fund:

The support fund comprised monies designated during prior years to provide the charity with a 'cushion' to mitigate a known risk of unusual expenditure associated with a staffing matter. The transfer from this fund to the general fund during the year of £80,000 (2019 - £10,000) reflects the change in the amount estimated as required to mitigate this risk.

13 Related party transactions

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, media services and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £257,110 (2019: £243,650). The balance owed to the LGA at 31 December 2020 was £nil (2019: £nil).

In 2020, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £48,000 (2019 - £nil) to Norfolk County Council in respect to this. ADASS paid £nil (2019 - £18,000) to Central Bedfordshire Council in respect to this.

ADASS received £nil (2019: £5,000) from Lincolnshire County Council as reimbursement for contractor expenditure.

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 7 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2019 - none).