

**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	3,434	5,360
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
		3,412,974	2,795,899
Liabilities			
Creditors: amounts falling due within one year	10	(720,337)	(181,695)
Net current assets		2,692,637	2,614,203
Total net assets		2,696,071	2,619,564
The funds of the charity:			
Unrestricted funds			
. General fund	12	2,093,432	2,619,564
. Designated fund	12	602,639	—
Total funds	12	2,696,071	2,619,564

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.

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.