

“ we are
creating a
trained and
qualified
workforce ”

**the InLAWS survey: meeting the workforce challenges
of personalisation in social care (england)**

the key findings and recommendations of the march-april 2009 integrated local
area workforce strategy survey

Directors of Adult Social Services need data, information and intelligence to do their jobs. Until the recent advent of the National Minimum Data Set for Social Care (NMDS-SC) access to the requisite underpinning workforce data has been tortuous. Now most Directors are engaged with finding out about the many people who are working in social care in their local area using the NMDS-SC. They know that detailed awareness of the capacity, capability and contribution of the workforce is critical to commissioning personalised services. Current services are all too often shaped by their histories and not commissioned through strategic analysis, nor do they always take account of preferred and personalised service users' needs. Therefore it is no surprise that the workforce skills and knowledge required is frequently disconnected, or worse, added as an afterthought. This survey shows that NMDS-SC harnessed by a developed and systematic (InLAWS) methodology will assist Directors in their mission to change this situation.

The Department of Health's 2009: *Working to Put People First - the strategy for the adult social care workforce in England*, has clearly articulated a change in the way that social care needs to be delivered. It requires a step change to a more personalised method of adult social care and we need a more sophisticated workforce to help us do this. Service and workforce requirements need to match the commissioning strategy and we have to bring these into balance with financial and workforce strategies. With all of this, plus rising demand from service users and increasing budgetary pressures, 'business as usual' is no longer an option. But how can we effectively tackle this complex challenge?

I believe that InLAWS – an Integrated Local Area Workforce Strategy – approach provides us with the best way forward.

The InLAWS project is a cutting edge, joint

initiative between Skills for Care and the Association for Directors of Adult Social Services (ADASS) which aims to assist Directors of Adult Social Services put in place effective development and implementation of Integrated Local Area Workforce Strategies. The research findings presented in this document represent the first step on the path to help commission both personalised services and a workforce for the 21st century in your local area. We are very pleased with the high response rate and the quality of your responses, so we would like to express a big thank you to all that made the time to take part.

We will be using these research findings to guide our work in a small number of local areas to agree a common approach to progressing InLAWS and identify good practice. We will then be updating key workforce products and developing a few new ones to help guide you through the InLAWS process.

Whichever way you look at it, significant challenges lie ahead in both personalised services and workforce commissioning. To meet these challenges Directors of Adult Social Services have to lead their local partners toward a better understanding of where they are now, where they want be in the future and also set a shared direction that is both realistic and the one required by service users. InLAWS is set to greatly assist Directors in doing this. I urge you to read this research report and consider how InLAWS can help you improve workforce commissioning in your local area.



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The Audit Commission recently warned that only one in four English councils are in possession of adequate – let alone effective – workforce plans. This is worrying and does not bode well for wider labour market workforce strategies in social care. The current skills shortage is in danger of becoming structural, influenced by such factors as the rise in self-directed models of service challenging both our capacity and capability to respond to government policy and exacerbated by the struggle to attract younger recruits.

How can we best respond to these challenges? Directors of Adult Social Services (DASS), charged with working with colleagues in children's services, public health and the NHS to produce joint area strategic needs assessments (JSNA), are being asked to come up with the answers.

We believe that much of the answer lies in a holistic assessment of community needs that includes a detailed local labour market appraisal. Any skills gaps in adult social care – whether in direct employment, contracted independent sector organisations, self employment or simply in the community – will thus be clearly identified and an effective response put in place. This will provide the best platform to deal with the wider issues, which without the right workforce, would be overwhelmingly difficult to address.

Integrated Local Area Workforce Strategies (InLAWS) is a concept that offers huge promise to mount such an assessment. Breaking that down; 'integrated' indicates the intent to include the whole social care workforce and all employers; 'local area' to place the task firmly in the context of Local Strategic Partnerships and the joint commissioning agenda; and 'workforce strategies' to recognise the number of dimensions related to the JSNA (and that the remit is different to regular organisational workforce planning).

vision: the right workforce doing the right things at an achievable cost

concept: a set of processes that assist directors (DASS) and satisfy the needs of citizens

developing a practical methodology

Skills for Care has entered into a partnership arrangement with ADASS on a project to develop InLAWS into a real, practical methodology. This will assist Directors of Adult Social Services meet key aspects of their remit as set out by the Department of Health, specifically:

- A move to more professional leadership.
- Ensuring adequacy of supply of human resources across social care.
- Maintaining the highest professional standards and competencies.
- Workforce planning becomes embedded in the commissioning process.
- A commitment to partnership and best management of culture change.

Directors need to consider radical approaches in the way they build a workforce to support and sustain flexible 'people' commissioning. Making links at the individual, local and strategic levels to develop a workforce with the knowledge, skills and competencies to meet multi-layered expectations is likely to be challenging. So what's the way forward?

Our first step has been to survey all DASS to benchmark the sector as it currently stands to determine what is working well and where we seem to be challenged as a sector.

key survey findings

This report sets out the findings of a survey of DASS conducted by independent market researchers Ipsos MORI in March-April 2009 to record key data and issues faced. The aim was to establish a benchmark about the steps Directors are taking to couple their service commissioning activity to their workforce strategy responsibilities across all sectors.

These findings inform the core of the project, involving fieldwork in local areas to find out what is best practice, test out materials,

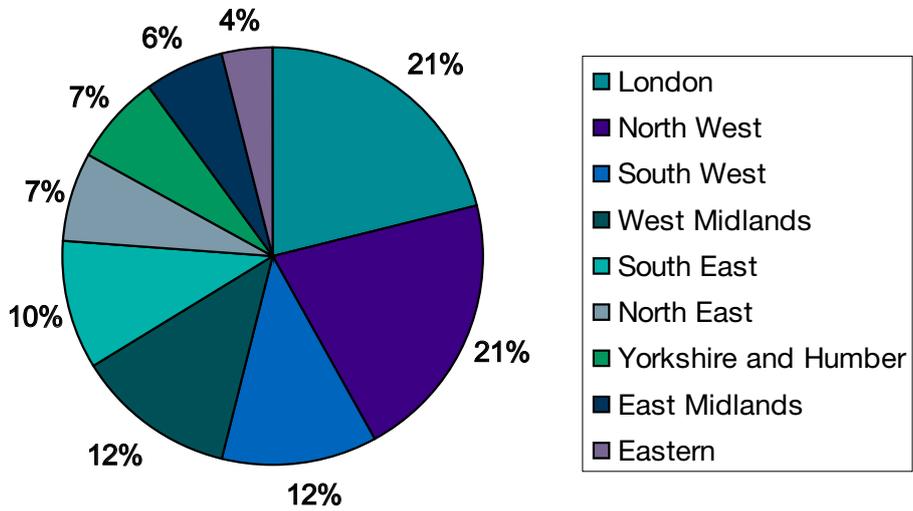
develop case studies and then share insights. The InLAWS approach will also show how the National Minimum Data Set for Social Care (NMDS-SC) can be used to facilitate this process, building on the landmark 2007 ADASS/CSIP publication *What does a commissioning framework look like?*. The completed research is a first step in making available guidelines, tools and products on workforce commissioning that underpin the personalisation of social care – choice and dignity – in services to the public.

survey demographics

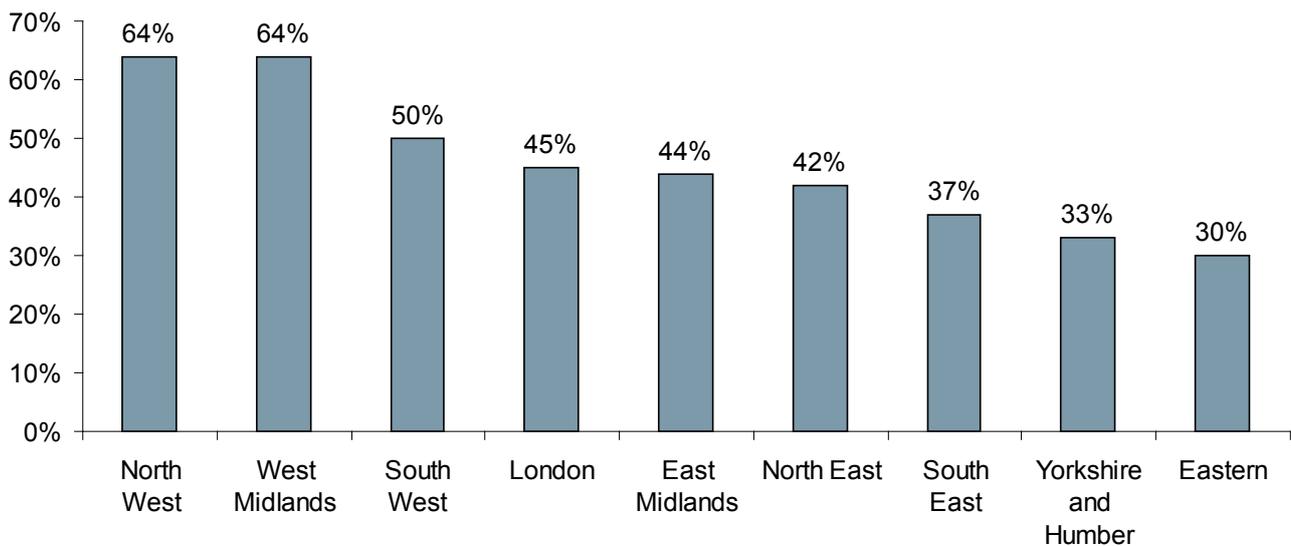
Thus a quantitative and qualitative online based survey was conducted among 71 of the 152 (47%) local authorities in England. Senior management only was targeted. The survey

response rate at 47% was considerably higher than the usual rate for equivalent research. The survey yielded responses from regions across the whole of England.

InLAWS survey responses



InLAWS response by region



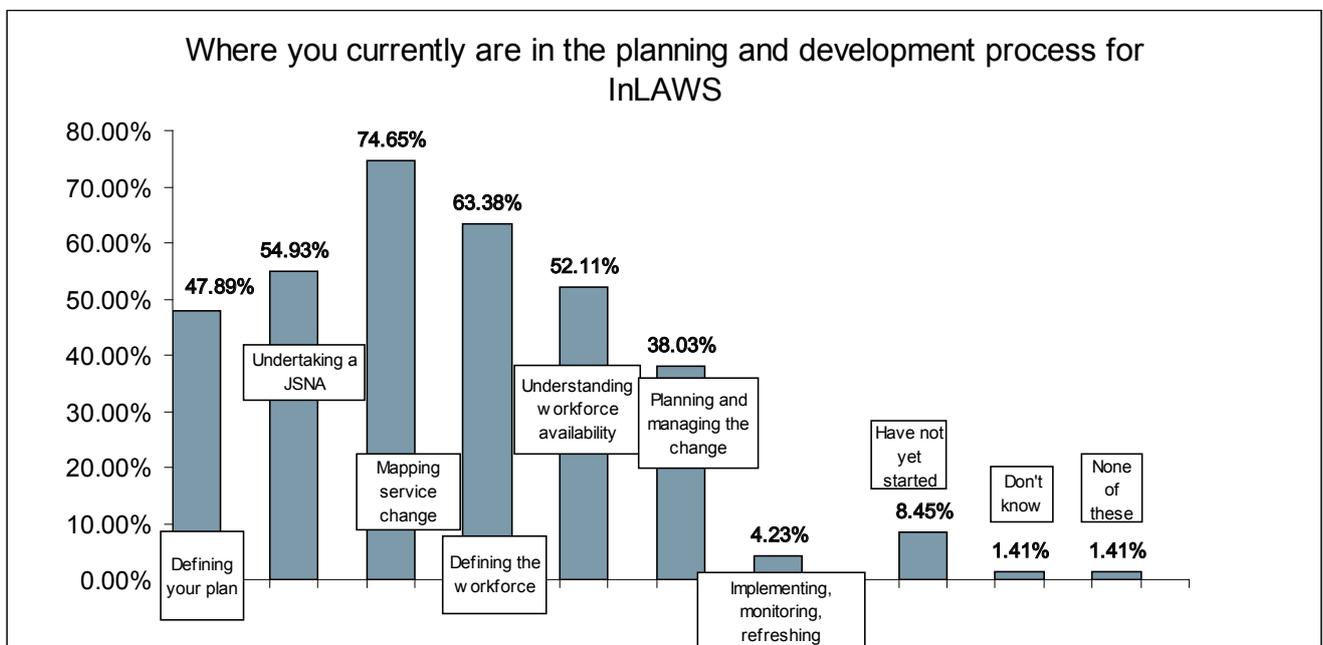
progress with developing InLAWS

The research revealed that the vast majority responding to the survey have started to couple their service commissioning activity to their workforce strategy responsibilities, with only 8% saying they have not yet begun.

This is all positive, but our results show less progress in actual InLAWS work. Far lower numbers have implemented or are monitoring and refreshing the InLAWS: 4%.

We then asked for specifics on what planning and development for an InLAWS approach was taking place.

Close to half (48%) of respondents said they are defining their plan, with 55% underway with Joint Strategic Needs Assessment work. Three quarters (75%) told us they are mapping service change; another 52% said they are in the process of understanding workforce availability. A further 38% of respondents are planning to deliver the required workforce and are managing that change.



key barriers to developing InLAWS

The survey revealed that 42% of respondents feel they face significant barriers in planning and developing InLAWS. That being said, over a third (38%) had not encountered any major barriers or any barriers at all – but 20% indicated that they ‘didn’t know’.

What are these barriers?

- Managing the complexity of bringing together needs and workforce data through engagement with different stakeholders.
- Lack of an integrated Human Resources (HR) information system for collecting workforce data.
- Lack of good data management.
- Conflicting priorities.
- Lack of understanding and buy-in to the workforce planning processes.
- Capacity issues.
- Gaining people’s trust to provide information.

complexity of engaging all stakeholders

When asked about the main difficulties involved in planning and developing InLAWS, a startling 77% of respondents cited managing the complexity of bringing together needs and workforce data through engagement with different stakeholders as a core issue. For example, one response cited the ‘complexity of engaging all key stakeholders across a large County Council which includes two PCTs, a number of hospitals and eight District Councils, etc.’ Another stated ‘the complexity of bringing together service needs across social care, aligning with PCT priorities and working with the independent sector’. Similarly, ‘getting all relevant stakeholders together to begin planning’ is proving to be a major barrier in planning and developing an InLAWS.

lack of an integrated HR system

A large number of respondents (73%) feel the lack of an integrated Human Resources (HR) information system for collecting workforce data is hampering their efforts. The same percentage thinks ‘a lack of common data sets across all stakeholder groups in my area is an obstacle’. The sheer volume of data collection required being a barrier to progress was also noted as a big task by some 60%.

lack of good data management

Good data management was in general recognised as a big issue by the overwhelming majority surveyed. ‘We need to bring together NMDS-SC and local NHS workforce data, and at this stage we are unsure how compatible these data sets will be,’ worries one respondent. Another comments, ‘Up-to-date information continues to be a problem’; ‘uncertain data is a major obstacle’ another replied. ‘Defining a new model for the social care workforce has been challenging due to lack of intelligence’ is a very representative comment on this front overall, while ‘Gaining precise data on the workforces employed by partners in a format that can be integrated through commonalities’ is the headline complaint here.

conflicting priorities

The survey showed that conflicting priorities in local areas hindered over a quarter (27%) from moving forward on InLAWS. Indeed in one place our researchers were told: ‘the volume of competing priorities both within the organisation and with partners’ is a major difficulty.

lack of understanding and buy-in

One fifth of respondents, 20%, said there was a lack of understanding and buy-in to

the workforce planning process by partner organisations from both the private and voluntary sectors. Equivalent communication problems with NHS providers were also flagged as a challenge here. ‘Within health there’s focus on a commissioning and provider split – within social care we focus on embedding transformation into an integrated health and social care management system,’ admitted one.

capacity issues

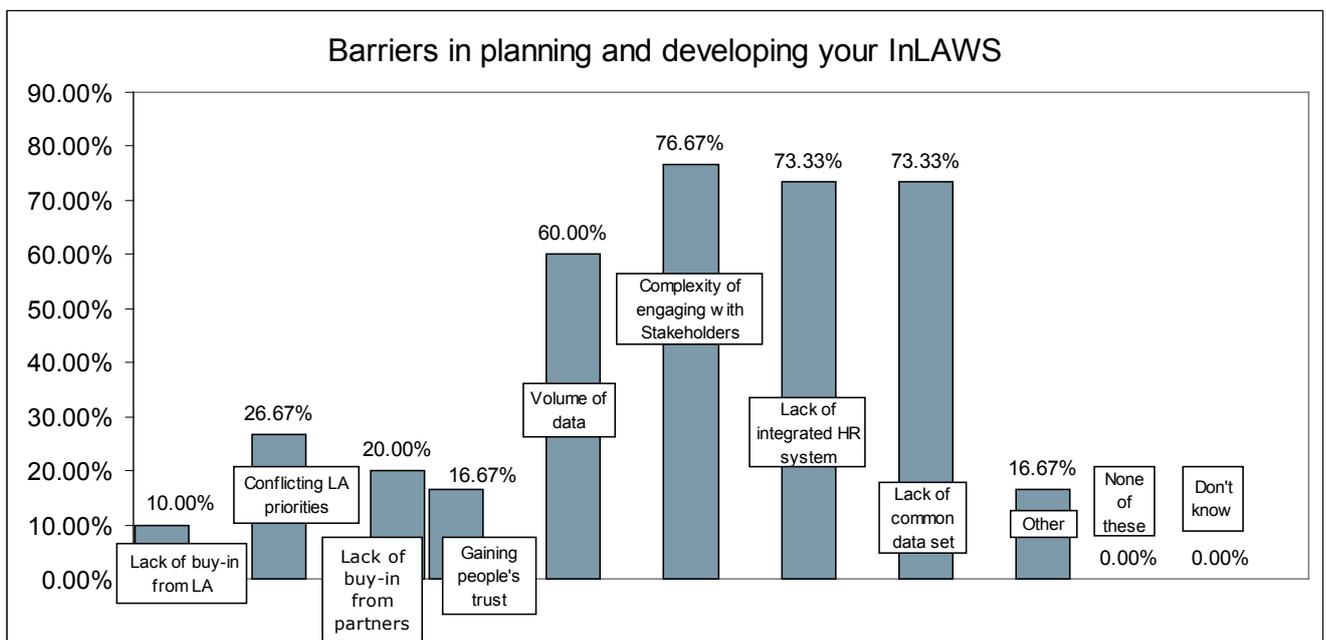
Another obstacle was capacity issues; which included having the people resource to develop and then oversee the implementation of the strategy and having the appropriate expertise on the extended area workforce (rather than the traditional workforce planning in-house). ‘A major issue is the lack of resources to carry out the work, pending recruitment of appropriate manager’; ‘People resources within our organisation and partner organisations are lacking to deliver this, so

therefore it’s “nobody’s job and nobody’s priority”.’ One respondent highlighted the struggle to attract recruits as being a significant barrier, seeing ‘current vacancy rates as a barometer of the desirability of working within the social care sector’.

gaining people’s trust

This was another identified obstacle, seen as particularly problematic when dealing with smaller employers.

In conclusion, when DASS were asked to describe the most significant barrier they are experiencing or have experienced in planning and developing InLAWS the overwhelming majority cited issues around data as most significant. Engaging with different stakeholders was of equal concern. Slightly fewer cited resourcing issues while a minority highlighted conflicting priorities within the local authority, infrastructure and IT problems.



workforce tools to aid InLAWS

The InLAWS initiative builds on the 2007 ADASS/CSIP publication: What does a commissioning framework look like?. The survey found that 37% of respondents are in fact using the checklist specified in the publication to assist their InLAWS. Some 39% say they are not seeking advice from this source and nearly a quarter (24%) were not sure.

Those respondents who were relying on the publication were then asked what other support and workforce tools have best helped them plan. The answers were: the Skills for Care workforce planning toolkit (58%), Skills for Health Six Step methodology to workforce planning (27%), the Employers' Organisation guide to workforce planning in local authorities (54%). Some 42% listed other sources of support and advice, including The Organisation Development Services (ODS)

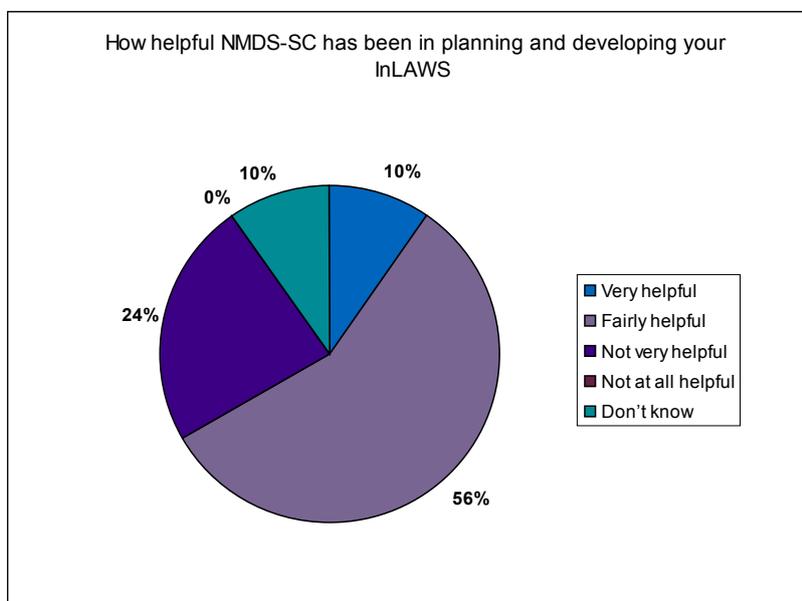
Population Centric workforce planning model, The National Drug Treatment Monitoring System (NDTMS) and the IDEA's Strengthening partnership working: integrated workforce strategy national event in 2008.

Those respondents who were not consulting *What does a commissioning framework look like?* showed a similar set of preferences for sources of support and advice. The answers here were the Skills for Care workforce planning toolkit (42%), Skills for Health Six Steps Methodology to Integrated Workforce Planning (18%), the Employers' Organisation guide to workforce planning in local authorities (40%) while 32% cited other sources of support and advice, including the ODS Population Centric workforce planning model, the Chartered Institute of Personnel and Development (CIPD) tools, and the Regional ADASS/ Joint Improvement Partnership (JIP) Workforce Development Strategy.

National Minimum Data Set for Social Care (NMDS-SC)

Another aim in the research was to find out the usage of the National Minimum Data Set for Social Care (NMDS-SC) when planning and developing InLAWS. The result is very

encouraging. Nearly three-quarters (72%) said yes while 66% find NMDS-SC either fairly or very helpful. 24% told us they find it 'not very helpful'.



When respondents were asked about the top three areas where they would like to receive greater support suggestions included: *a common care and health policy, better data and 'more leadership and vision'.*

Asked to describe what else would help with planning and commissioning services in adult social care, respondents gave a range of answers:

more practical tools

- 'Capturing and acting on the future demand and wishes of local population and having the technologies to support this'; 'Building the impact of transformational change into long term need projections is proving challenging and we have noted that greater expertise in dynamic modelling would be most useful to us'; 'Modelling tools that offer a quantitative approach rather than process tools which give guidance but do not isolate specific variables and what sources of data may be used to populate the model'; 'Integrated workforce planning tools with Health.'

better management information systems

- 'Better management information systems to capture performance and activity within the Council.'

examples of good practice

- 'A more secure evidence base for what works?'

greater awareness of workforce planning

- 'Greater understanding of workforce planning processes for all those involved in

developing and scoping services, not just HR professionals.'

skills gap analysis

- 'A full skills gap analysis for the whole of the adult social care workforce.'

national guidance

- 'Greater consistency and alignment at both local and national level to facilitate more integrated working among front-line professionals, particularly between Health and Social Care and also between Skills for Care and the Children's Workforce Development Council'; 'The adult social care workforce is not just about those who work with adults. We must have a more joined up approach across services for families if we are to be truly integrated. This should be led by the DH and DCSF, with clear strategies for consistent approaches for workforce development'; 'Joint senior posts for workforce development would help'; 'Consistent national guidance on job role, new types of workers, requirements for future care system.'

more publicity/awareness

- 'More to be done to raise national awareness of the direction of travel for adult social care'; 'More in the Press (Social Care, Health & Voluntary Sector in particular) about all of the competencies and standards already available and some cross reference of these across the sectors. We often find that other public services, in particular, are so narrowly focused upon their statutory requirements and policy guidance from their own sectors that they will not, readily, acknowledge the links with those from other sectors.'

local area capacity

- 'A clearer map of PVI Sector capacity and potential across the region.'

funding for user-led services

- 'Greater funding and support for user led services and ring fenced funding.'

sharing good practice

Finally, asked to describe any good practice in planning and developing InLAWS that they would be willing to share, respondents gave some interesting answers. The main experience that they wanted to flag: running stakeholder events has been worthwhile. They also noted training as very important and accessing support from organisations such as Skills for Care and ADASS as useful.

- 'We have been considering integrated workforce planning for just over two years. As part of that the conclusions we have drawn are: to tackle pockets of integration; keep data requirements fairly basic; and to try to find commonality in the language we use.'
- 'We are part of the Skills for Care sub-regional group which together employs a range of workforce initiatives that we as a Unitary Authority could not achieve individually.'
- 'We have utilised an external consultant to help us crystallise thinking. We have involved a wide range of stakeholders in the development including providers and Care Alliances. Further providers have had the opportunity to comment on an early draft thus hopefully securing multi agency commitment to the strategy.'
- 'To gain commitment to the development of integrated plans we held a very successful joint workforce planning event in October last year which attracted over 100 senior managers.'
- 'We bring together main stakeholders and align all social care workforce grants, through our Care Sector Workforce Development Group, to plan, oversee and evaluate our workforce strategy.'
- 'We have worked particularly well with external providers of social care, including entirely independent providers, in developing learning needs analysis and we have several thematic (safeguarding, voluntary sector) and care pathway (learning disabilities and dementia) strategic area workforce development planning groups. The involvement of HR from all of the key agencies is something that we need to develop more to really achieve a realistic area workforce plan.'

overall conclusions and recommendations

The research shows that the majority of responding Directors of Adult Social Services find the complexity of working with a large number of stakeholders and getting on top of data management issues to develop InLAWS a real challenge. They also face some specific capacity and resourcing issues. Despite this, they are making progress.

With confirmation of the key barriers and priorities, the Skills for Care and ADASS project team will be acting on these findings to raise awareness among DASS of what leverage InLAWS can exert in the short, medium and longer term and assist them in developing and implementing these strategies effectively. The initial project team remit to tackle the issues raised in the survey is set out below.

leading the introduction of effective of InLAWS

We fully recognise the importance of strong leadership and a clear vision to drive the InLAWS process effectively. DASS in local authorities have a key role to play here, supported by national strategic leadership from the Department of Health.

We will be continuing to engage with DASS throughout: in the fieldwork, the piloting of products and tools and through our marketing and communications to ensure that we deliver the project outcomes. Our products and tools will highlight the importance of the role of the DASS in driving effective InLAWS.

Our steering group, which has representatives from across the sector including the Department of Health, will maximise buy-in and ownership both to the concept and take-up of the InLAWS approach. There will also be continued support from Skills for Care and ADASS to help Directors of Adult Social Services tackle this critical aspect of their role.

Local authorities and their partners are at different stages of introducing InLAWS and this is not necessarily a fully sequential process.

Lambeth is a prototype for the InLAWS project being embarked on England-wide. It is leading the way with its commissioning approach to workforce and demonstrating how all the agencies involved in its delivery of community social care can work together.

When working with DASS to undertake fieldwork we will consider each step of the InLAWS process using an Analyse – Plan – Do – Review cycle running parallel to the service commissioning and financial strategic cycles. This will be reflected in the tools and products we develop. We intend to work within local areas that are at different stages of the InLAWS process to gain as much practical insight as possible in to what works well.

addressing the key barriers

managing the complexity of bringing together needs and workforce data through engagement with different stakeholders

We recognise that this is a key area of concern and will explore models of support during the fieldwork. We will build logical and effective tools and guidance on how to manage this complexity. These will focus on how to bring into balance service commissioning, people commissioning and financial resources and will be tailored to the needs of adult social care. We will seek to show how this integrated approach to strategy development can help DASS bring about a step-change in the way that services are commissioned and the workforce developed to make best use of available resources.

improving data collection management and systems

We will show how NMDS-SC can facilitate better data collection and demonstrate how data can be turned into information and intelligence. This will help develop a clearer map of providers, employers and workers across local areas, identifying issues of capacity, capability as well as market development potential. At a national level, we will be working closely with the NMDS-SC project lead as well as liaising with the Skills for Care regional development managers and regional NMDS-SC leads to help encourage better data management practice.

conflicting priorities and lack of buy-in in local authorities and with partner organisations

Throughout this project we will be making a strong case for use of InLAWS as critical to

deliver transformed adult social care for the 21st Century. We will help DASS understand how use of this approach will make best use of resources, not only in their own local authority but across their local area. We also recognise that more needs to be done to spread the word about the importance and benefits of InLAWS to all DASS and stakeholders across the adult social care sector (and beyond) and will be looking to employ a variety of means to do this - including working alongside existing improvement mechanisms such as regional Joint Improvement Partnerships.

Relevant stakeholders:

User Level: User-led organisations, people who employ their own workers, carers and carers organisations, community groups who act as brokers, new types of workers working on behalf of service users, consumer organisations.

Local level: Chief executives, senior managers, workforce leads in adult social services, heads of HR in local authorities, elected members, partner organisations in the private, voluntary and independent sectors, Primary Care and other NHS Trusts.

National level: Department of Health, Care Quality Commission, Improvement and Development Agency, Learn to Care, Social Care Institute for Excellence, Local Government Association, Children's Workforce Development Council, Skills for Care, ADASS, Skills for Health, Trade Unions, Trade Associations and national representative organisations.

We have also already convened a steering group to help ensure key messages are disseminated across the sector.

capacity issues

Linked to the call for strong leadership and vision, we will make it clear through our guidance and case studies the vital importance of having a named individual empowered with the authority of the DASS to lead and implement this work. Our products will be designed to help build greater understanding and capacity to develop and implement InLAWS. They will also signpost other resources that can assist with building greater capacity and capability, particularly in the key areas of leadership, workforce strategy, development and modelling.

workforce tools and products

Based on the responses received, we appreciate the importance of keeping the approach to InLAWS both simple and practical. We intend to update the Skills for Care toolkit (the most widely used support resource) and will also consider how we can best enhance the ADASS/CSIP publication *What does a commissioning framework look like?* Where appropriate, we will develop additional tools and products that are clear and succinct to take forward InLAWS or signpost other resources as needed. These tools and products will be piloted within local areas taking part in the fieldwork.

identifying and sharing good practice

Drawing on the InLAWS survey data, our fieldwork in local areas plus Skills for Care and ADASS networks, we will identify good practice, tools and products already in use to share across adult social care and beyond. We will encourage those not directly involved with the fieldwork to contribute to the debate about InLAWS and share their practice.

raising national awareness of the ‘direction of travel’ for adult social care in England

The InLAWS project, which is joint initiative between ADASS and Skills for Care, is already contributing for example, through conducting and publishing the results of the InLAWS survey to benchmark the current position. We will continue to communicate and market our activities.

However, we believe that more action at national level by ADASS, Skills for Care and the Department of Health is needed. The launch of *Working to Put People First: the strategy for the adult social care workforce in England* (Department of Health April 2009) is an important step in this process. Another useful vehicle for raising the profile and indicating direction of travel as well as promoting messages about integrated working may be the Government Green Paper on care and support reform in England.

In the current economic climate, even with increasing user demand, it is difficult to envisage that there will be greater funding and support available. We believe that increasing funding pressures and system reform will act as a significant driver for adoption of the InLAWS approach. We will be concentrating on showing how InLAWS can help make best use of existing resources. Working towards greater consistency and integration at national and local level will be critical in doing this and will also be key to setting a good example to the adult social care and health sector as a whole.

why InLAWS is a ‘must do’ for the director of adult social services

In conclusion, InLAWS will:

- Transform the way you commission and provide personalised services and build a high quality integrated workforce in your local area.
- Enhance your JSNA activity by taking an objective and considered view of all of the influencing factors when commissioning services and commissioning your local area workforce.
- Focus on the key service and workforce commissioning issues to best meet the social care needs of adults while keeping within available resources.
- Work towards keeping all service users and your local area workforce safe.
- Build and sustain engagement with both service providers and service users at all levels.
- Achieve better quality service ratings to meet inspection requirements, KPIs and targets.
- Maximise understanding and usage of workforce intelligence (through NMDS-SC) to enable you to lead and re-align social care provision for the 21st century across your local area.
- Make use of a future-proof set of processes to update your service, financial and workforce commissioning strategies as these evolve.
- Comply with all your DASS responsibilities as defined by the Department of Health.
- Meet all legal responsibilities across the whole of social services and social care wherever and by whoever these services are provided or commissioned.

further resources

For further information about the survey, please visit www.skillsforcare.org.uk and follow the links to the workforce strategy section.

InLAWS

Practical advice and support is offered for Local Authorities in the 2007 ADASS/CSIP publication *What does a commissioning framework look like?* on the CSIP website www.csip.org.uk/silo/files/commissioning-social-care-.pdf

See also Don Brand 2006 publication *Commissioning, the workforce and the new agendas in children's and adult social care* available at www.adss.org.uk/images/stories/Commissioning%20The%20Social%20Care%20Workforce%20-%20workplan.pdf

Practical advice and support is offered by the IDeA. Their integrated workforce strategy project provides support for partnership working, at www.idea.gov.uk/idk/core/page.do?pagelId=9001986

Guidance on reviewing, planning and implementing HR process change is available at The Chartered Institute of Personnel and Development website
www.cipd.co.uk/practools

Skills for Health has published *Six Steps Methodology to Integrated Workforce Planning*, and other useful tools
www.healthcareworkforce.nhs.uk/resources/latest_resources/six_steps_refresh.html

the government green paper

Find out more information on the Government Green Paper on care and support reform in England
www.direct.gov.uk/en/index.htm

putting people first

The Department of Health's 2007 *Putting people first: a shared vision and commitment to the transformation of adult social care*
www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081118

The Department of Health's 2009 *Working to put people first: the strategy for the adult social care workforce in England*
www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098481

NMDS-SC

To register with the NMDS-SC or to update your workforce information visit www.nmds-sc-online.org.uk. If you have any problems with your NMDS-SC account or would like to discuss the NMDS-SC further you can contact the Skills for Care NMDS-SC Online Helpdesk; please call 0845 873 0129 or email nmds@skillsforcare.org.uk

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Skills for Care is part of the Sector Skills Council for adult social care. We are the employer led authority on the training standards and development needs of nearly one million social care staff in England providing over £25 million in funding to support improved training and qualifications for managers and staff. We work with social care employers and training providers both regionally and nationally to establish the necessary standards and qualifications that equip social care workers with the skills needed to deliver an improved standard of care.

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The Association of Directors of Adult Social Services (ADASS) represents directors of adult's social services in local authorities in England. As well as having statutory responsibilities for the social care of older people and adults with disabilities, ADASS members might also share a number of responsibilities for the provision and/or commissioning of leisure, library, housing, culture and arts services within their councils. ADASS grew out of the Association of Directors of Social Services (ADSS) following the division of local authority services for adults and children.

This document was prepared by independent consultants CPEA Ltd, in conjunction with market research company Ipsos MORI

