



ADASS POLICY REVIEW

2015

directors of
adass
adult social services

PURPOSE OF THE REPORT:

This report includes an update on ADASS Executive discussions in June and September, and a final outline set of proposals endorsed at October Executive Council.

The background and context is contained within **Section 1**.

The proposals appear in **Section 2**.

We would like to thank very much all of those on the ADASS Executive Council for their input into the policy review, which has been very valuable, and for their ongoing commitment to ADASS as a trustee, policy network or regional chair. We have now had discussions with chairs individually, and at three Trustees and Executive Council meetings.

Grainne Siggins

Cathie Williams

Mark Hill

16.11.15.

Section 1 – Background / Context:

The purpose of the review has been to enable ADASS as a small organisation to continue to have a significant role in terms of policy development and delivery and in terms of developing and sharing material to support its membership.

This review started as a review of the policy networks, but during discussion has broadened in its function. Policy networks are important to ADASS in delivering its charitable objectives and to its membership in providing expertise and support. However, there are a number of challenges to our current way of working:

- The number of policy networks and national leads has grown exponentially over the last 10 years. The capacity of DASSs and extended members is very stretched, particularly at present. Some networks are struggling with attendance at meetings, completing work, not managing to secure representation from all regions or are struggling to put forward spokespeople.
- At the same time, some of the critical issues of today either cut across several policy networks or don't fit into any particular network and
- The interface with the regions could be more effective

We had consensus in the review that the revision of networks was critical, but we think that the overall feeling from individual policy network chairs was that this was 'as long as my position doesn't change because of the value of the work that my network does'. So we have made proposals in discussions that we feel will value and recognise that commitment as well as growing our leadership. There is more opportunity for leadership and contribution than we can cope with in the old arrangements, hence the review tried to continue to secure essential engagement whilst recognising that activity may take different forms.

ADASS' current structure consists of Trustees, Executive, Regional Chairs and Policy Network Chairs. The latter have started to meet as the Policy Co-ordinating Group. The current policy structure consists of Policy Networks and National Lead roles; currently the Policy Network Chairs sit on the Executive and are expected to submit a quarterly update to every Executive meeting on the work of their network. Additionally there are National Leads in a growing number of topics who do not currently have to complete these updates and do not have a role on the Executive.

Since the June Executive, as agreed, we have set up Task and Finish groups in order to address the current year's priorities. We have also allocated Trustee sponsorship and staff time. The current position is:

Integration: The Task and Finish Group has had initial meetings and considered terms of reference. These include supporting the President and Vice President in their work; developing the ADASS policy position and narrative; collating, disseminating and supporting examples of new and good practice; supporting and developing the ADASS voice and ensuring that the voices of people who use services and wider communities are heard. Discussions have been had with LGA and with NHS Confed and NHS Providers. NHSE discussions are being booked. The sponsors are David Pearson, Grainne Siggins and Richard Webb. Mark is supporting from the Staff Team.

Personalisation: Mark Hill is supporting Dawn Wakeling and Denise Porter, personalisation policy leads, with an ADASS Personalisation Task and Finish Group. The purpose of this is to co-ordinate the Association's effort and maximise its impact in relation to improving outcomes for people needing care and support as well as health care. The first meeting was held on 11th September. The group will focus on a number of personalisation issues including, ensuring personalisation is embedded in integrated care and health services, people should be advised about personalisation as a way to fund their care needs and the extent to which people are being offered personalised services

Quality and Safeguarding: Ray James will be sponsoring and Michael Varrow supporting our Safeguarding, Commissioning and Standards and Performance leads, Bev Maybury, Liz Bruce, Samih Kalakeche, Adi Cooper and Mike Briggs on this. Two strands of work are being pursued immediately: further work to support the implementation of Making Safeguarding Personal and work across commissioning, safeguarding, provision and regulation in terms of addressing quality and markets. A first meeting will be held at NCASC.

Sustainability: Workforce and Finance leads, Phil Porter, Joan Beck, John Jackson and Simon Williams are being supported by Jonathan and Michael respectively. Immediate priorities have been the spending review and developing support for members and a co-ordinated approach for ADASS in relation to the sustainability of the workforce.

Section 2 Proposals

As a result of extensive discussion we set out here a number of ways in which policy areas will be advanced and how Trustees and the Executive will be streamlined and strengthened so as to better meet the challenges that ADASS faces.

Trustees: Trustees are the governing body of the charity. The Trustees are responsible for controlling the management and administration of the Association and formally deliver the requirements of the Charity Commission. These roles will not change.

President's Team: The purpose of this new team will be to support the President to undertake his/her work and help further ADASS's key policy priorities in line with the constitution. Given the current priorities, ***the proposal is that the Trustees should be augmented, by invitation to one representative each from our commissioning, safeguarding, workforce, resources, and standards and performance lead to form a President's team, together with the Chief Officer.*** This arrangement will be reviewed on an ongoing basis. The President's Team will meet following on from Trustees meetings, so as to streamline diaries. Trustee meetings should be able to deal with business in a shorter length of time if policy issues can be discussed with this broader group of ADASS leads.

Executive: The prime function of the Executive Council is to have overall responsibility for the professional policy direction of the Association. Membership is currently set out in the constitution and currently includes Trustees, Regional Chairs, Policy Network Chairs and the ADASS staff team.

There has been considerable debate about attendance at and the nature of business at Executive Council. Members wish to spend more time on policy issues and to that end:

- ***The proposal is that we should structure meetings such that every other Executive becomes a Policy Executive with a much more detailed focus on one, or a small number of policy issues.***
- ***ADASS currently has a Policy Day annually and this should form part of the cycle, informing the priorities for the incoming President and his or her team.***
- ***For the Executive which is business rather than policy, the proposal is that a Policy Advisory Group, consisting of Policy Leads (see below) should meet, to facilitate planning for the next Policy Executive and to progress check from the previous.***
- ***Regional Chairs will continue to meet after each Executive, both Policy and Business.***

Roles:

Trustee Regional Lead: To develop a co-ordinated approach to ADASS's work across the regions, to act as spokesperson for the organisation where appropriate and to be a Trustee of the organisation. This is a current role, held at the moment by the London Regional Chair.

Regional Chairs: This is a current role and the proposals should enable greater links between regional and policy activity. Emerging issues which relate to national policy should be discussed with the subject matter policy lead to ensure that it is taken forward accordingly.

Trustee Policy Lead: To co-ordinate the development of policy to reflect ADASS's priorities, to act as spokesperson for the organisation where appropriate and to be a Trustee of the organisation. This is a current role.

Subject Matter Policy Leads: This is a new title and blended role that synthesises the current policy network chairs and national leads roles. It acknowledges the comments and feedback from the review and also the reduction in ADASS members' capacity to support the increased volume of activity in its current form. Leads may wish to be more flexible in how they undertake their role and the mechanisms they put in place to support this. The Policy Leads should help develop and influence national policy in line with our charitable purpose. The intent is to continue to harness expertise across the ADASS membership to continue with a range of roles but acknowledging that there are differences in how these roles are undertaken and supported and a need for much greater flexibility.

Policy leads will be expected to:

- Provide expert advice through a range of means to government and key partners that relates to developing and influencing policy and its implementation in the area they lead
- Act as the voice of ADASS to the media, partners and others as required by the President and his or her team
- Advise the President and trustees
- Produce advice and guidance for ADASS members
- Ensure that all regions are kept updated with policy and practice developments and that regions have a mechanism for highlighting issues that need to be addressed at a national level by the subject matter policy lead
- Submit update reports to the Executive and for the Annual Report on activity engaged in within the policy area
- Engage in Task and Finish Groups to work on ADASS priority areas which will change over time.
- Engage in a new Policy Advisory Group, which will replace the Policy Co-ordinating Group.
- Upload relevant information to the ADASS website.

- Support ADASS' voice at speaking engagements and ensure that ADASS benefits financially from speaking at commercial events.¹
- Provide cover for each other.

Subject matter Policy Leads will be free to develop networks which include any or all of regional representation, ADASS members (to include assistant directors) with particular expertise, interest or experience or with partners in order to deliver these expectations.

We will develop and circulate a template terms of reference for completion, which identifies how each subject matter policy lead intends to advance their area.

Where there is a joint policy lead for a subject area, it is expected that one of the leads attends the ADASS Business and Policy Executive meetings.

We are not proposing at this stage to reduce or change the number of policy leads. However, we would encourage current Policy Chairs to consider the extent to which they are able to commit to the above.

A new justice group has been setup.

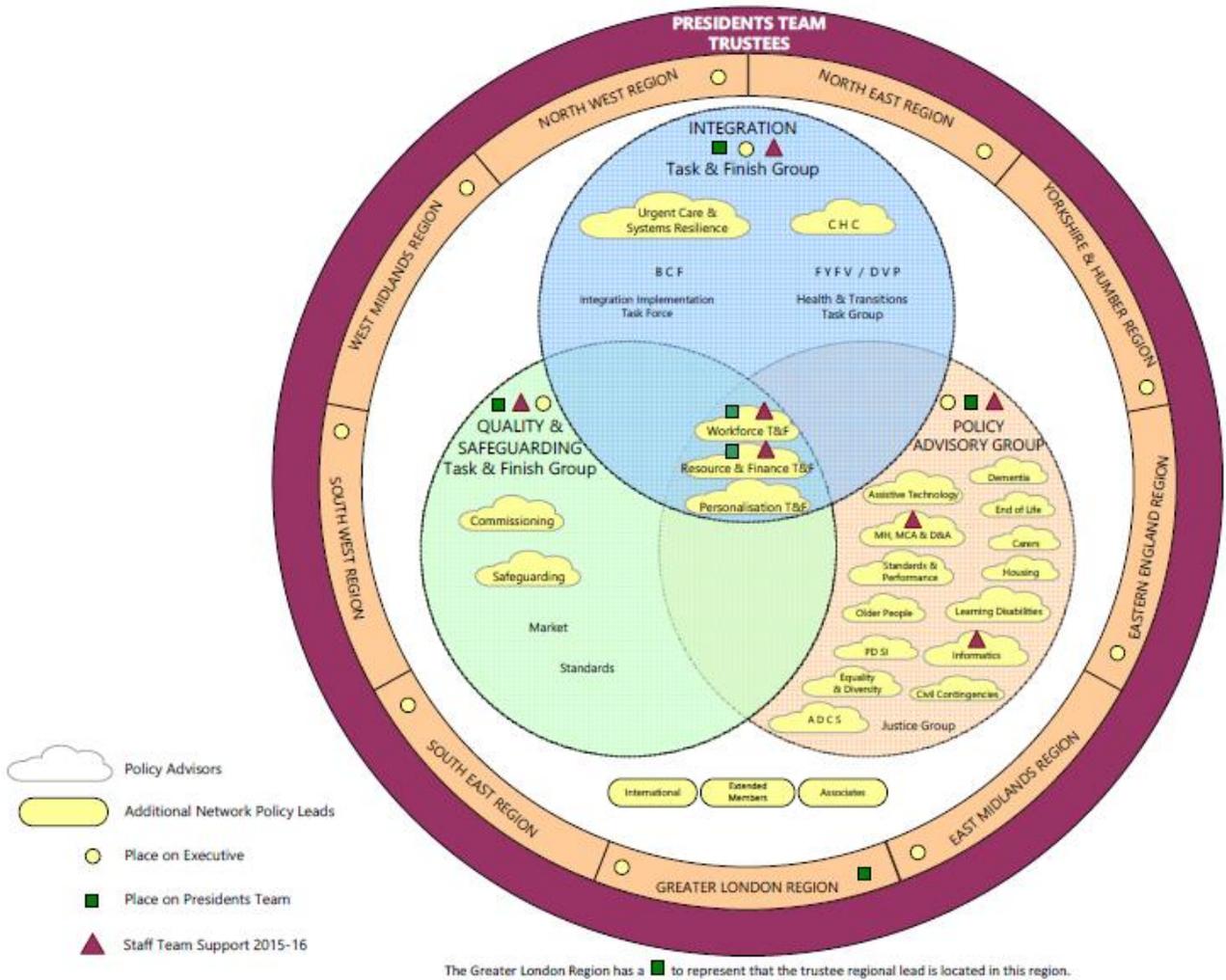
Groups will be reviewed on an ongoing basis.

The subject matter policy lead areas are listed below:

Policy Area	Policy Area
Workforce	Urgent Care/Systems Resilience
Resources & Finance	Continuing Health Care
Personalisation	Assistive Technology
Commissioning	Older People
Safeguarding	PDSI
Carers	Civil Contingencies
Learning Disabilities	Dementia
Informatics	End of Life
Mental Health including MCA & D&A	Equality & Diversity
Housing	International
ADCS	Justice
Standards and Performance	

• ¹ All speaker requests should be notified to team@adass.org.uk

The following diagram sets out how this looks given ADASS' current priority work:



Funding for ADASS related activity:

ADASS is a registered charity and needs to ensure that all funding is accounted for in accordance with the Charity Commission and auditors requirements.

ADASS also needs to ensure that it has sufficient funding/resource to ensure that its infrastructure and strategic priorities are met in a coordinated way. All further funding requests must be progressed by the ADASS President's team and approved by the President and Trustees.

Where a subject matter policy lead wishes to secure funding for a specific purpose, this also needs to be secured in the manner outlined above. This funding will then be administered by the President's team and signed off by the subject matter policy lead. There have been situations previously where funding has been secured for specific activity within current networks, which has caused some difficulties with our audit; hence this is a formal change.