

WORKING STRUCTURE FOR ADASS

INTRODUCTION

As a new organisation, ADASS has taken the opportunity to review its organisational structures and working arrangements. The purpose of this document is to describe the way in which ADASS policy is developed and agreed.

[Appendix A](#) is the organisational structure chart and [Appendix B](#) is a matrix which sets out examples of the areas to be covered by each of the groups/networks.

SUMMARY

The Trustees are the governing body of the charity. The Executive Council has the overall responsibility for determining ADASS policy.

The Coordinating Group is allocated responsibility for the development of policy for high profile and cross cutting issues. Its specific work programme is agreed annually at the Policy Event.

The Policy Networks and Single Leads/Taskforces develop policy in relation to the areas covered by their remits. The ADASS Regions contribute to policy development by sending representatives to the Executive Council, Coordinating Group and Policy Networks. ADASS Regions also contribute directly to specific initiatives.

ADASS Associates contribute to policy through membership of Policy Networks and are approached to offer their expertise on specific projects/initiatives.

The detailed roles and responsibilities are set out below.

1. The Trustees (Article 11 of the constitution)

- 1.1 The Trustees of the Association shall be the President, the Immediate Past President, the Vice President, the Honorary Secretary, the Honorary Treasurer and no more than three Honorary Assistant Secretaries. The Trustees shall be responsible for controlling the management and administration of the Association. The Trustees Committee is the charity's governing body. All Trustees must be full members of the Association.
- 1.2 The Executive Council and the Trustees Committee may from time to time appoint members of the Association or others to perform functions on behalf of the Association.

Such appointments shall not confer the right to membership of the Trustees Committee or Executive Council.

2. Executive Council (Article 12 of the constitution) – *italics denote proposed constitutional changes to be put to the AGM 2008*

The prime function of the Executive Council is to have overall responsibility for the professional policy direction of the Association.

2.1 The Association shall have an Executive Council charged with the development and implementation of the objectives of the Association and subject to the governance of the Association's Trustees. The Executive Council shall consist of the following:

- a) The Trustees of the Association
- b) The Chairs of all *Policy Networks* which have been approved by the Executive Council
- c) Two Regional Representatives, usually the Chair and Secretary, from each *ADASS region and ADASS Associates*

2.2 The term of office of a Regional Representative should be determined by the *Region*. In the event of a Regional Representative being unable to attend a meeting a deputy may attend in his/her place

2.3 The chairs of all *Policy Networks* and ADASS Regions shall be elected in accordance with Article 22 of this constitution and ratified annually at the AGM.

2.4 No person shall be eligible to serve on the Executive Council in more than one capacity simultaneously.

2.5 The Executive Council shall have authority to invite members of the Association to attend their meetings. Persons so invited shall be known as "attending members" and they shall be entitled to receive documents and take part in discussions but not to vote.

2.6 Meetings of the Council shall be held at least quarterly.

2.7 The Honorary Secretary shall convene a Special Meeting of the Executive council within fourteen days of the receipt by him or her from each of three members of the council of a signed requisition in terms which clearly invoke this paragraph, provided that at least one of the requisitions shall set out the terms of a motion or motions to be discussed at the Special Meeting.

2.8 Six members of the Executive Council shall form a quorum.

3. ADASS Regions

ADASS has nine regions in England co-terminus with the Government Offices. Each region has in membership, all the serving DASS in their region and meets regularly. They are represented on the Executive Council and through membership of the policy networks make a significant contribution to policy development within the association. There are also regional representatives on the Coordinating Group.

4. Policy Networks

4.1. Terms of Reference

To hold responsibility for ADASS policy activity within the remit of the network, by:

- a) Providing strategic direction for ADASS policy development within its remit
- b) Reporting significant policy developments with recommendations for action to the ADASS Executive Council
- c) Maintaining close links with relevant bodies and policy makers, i.e. government departments, stakeholder organisations, user groups etc
- d) Representing the Association on working parties, networks where policy is formulated
- e) Designing and monitoring relevant projects agreed by the Executive Council
- f) Commissioning and drafting the ADASS response to relevant consultations, liaising with Policy Officer re sign off/submission
- g) Contributing to the achievement of the Association's overall policy priorities and objectives as identified in the business plan
- h) Linking with other policy networks where appropriate
- i) Ensuring that ADASS members are kept up-to-date with, and given opportunities to, contribute to policy development via regional representation and items in the Communications Bulletin and on the website
- j) Developing an annual work plan for the network
- k) Producing a contribution to the ADASS annual report on the work of the network for the year

4.2. Structure

Each network will consist of:

- a) A chair or joint chairs who will be full members of the Association
- b) A secretary, to be determined by the network
- c) At least one representative from each ADASS region
- d) Additional members at second tier as a development opportunity and to contribute to the work of the network as appropriate
- e) Associate members as appropriate
- f) Co-opted representatives of partner organisations as appropriate
- g) Network members may be designated as policy leads as appropriate

4.3. Job Descriptions

The job descriptions for the Chair and Secretary are as follows:

- a) Chair
 - To oversee and take responsibility for the development of policy within the network
 - To act as a reference point for policy leads within the network
 - To provide briefings and recommendations on current policy issues and developments for the President, Trustees and the Executive Council as appropriate and required

- To propose the ADASS policy position on significant policy issues for decision by the Executive Council
 - To represent the network on the Executive Council
 - To represent ADASS to external bodies and the media as necessary, within the remit of the network consultation responses and other publications produced by the network or to make recommendations regarding sign off to the President
 - To clear and sign off consultation responses and other publications produced by the network or to make recommendations regarding sign off to the President
 - To ensure that budgets held by the network are appropriately managed
- b) Secretary
- To maintain up-to-date information on the membership of the network and policy leads within in and seek new members as required
 - To organise meetings (room bookings, prepare agendas, draft minutes) in conjunction with the Chair
 - To arrange the drafting of consultation responses
 - To ensure that the network's pages on the ADASS website, including minutes of meetings, details of leads, relevant publications and documents etc are kept up-to-date
 - To liaise with the ADASS Treasury regarding budgets held by the network and to ensure that appropriate financial procedures are followed
 - To maintain an overview of the network's work and to assist the Chair in ensuring priority tasks are allocated within the network

5. Co-ordinating Group

5.1 Terms of Reference

To coordinate ADASS policy activity with regard to high profile wide ranging issues, subject to the overall directions of the Executive Council and the annual business plan which is determined at the annual ADASS Policy Event. This is delivered by:

- a) Providing strategic direction for ADASS policy development within its remit
- b) Proposing the ADASS policy position on significant policy issues for decision by the Executive Council
- c) Maintaining close links with relevant bodies and policy makers, i.e. government departments, stakeholder organisations, user groups etc
- d) Representing the Association on working parties, networks where policy is formulated
- e) Designing and monitoring relevant projects agreed by the Executive Council
- f) Commissioning/drafting the ADASS response to relevant consultations
- g) Contributing to the achievement of the Association's overall policy priorities and objectives as identified in the business plan
- h) Linking with ADASS policy networks/leads where appropriate
- i) Ensuring that ADASS members are kept up-to-date with, and given opportunities to contribute to, policy development via regional representation and terms in the Communications Bulletin and on the website
- j) Developing an annual work plan for the group

- k) Producing a contribution to the ADASS annual report

5.2 Structure

The Group will consist of:

- a) The Vice President who will chair the group
- b) A secretary (business unit);
- c) Chairs of the relevant policy networks (to be determined at the annual Policy Event)
- d) A total of two regional representatives nominated by regions

5.3 Job Descriptions

The job descriptions for the Chair and Secretary are as follows:

- a) Chair
 - To oversee and take responsibility for the development of policy within the Group
 - To act as a reference point for policy leads within the group
 - To provide briefings and recommendations on current policy issues and developments for the President, Trustees and the Executive Council as appropriate and required
 - To represent the ADASS to external bodies and the media as necessary, within the remit of the group
 - To clear and sign off consultation responses and other publications produced by the group or to make recommendations regarding sign off to the President
 - To ensure that budgets held by the group are appropriately managed
- b) Secretary
 - To maintain up-to-date information on the membership of the group and policy leads within it and seek new members as required
 - To organise meetings (room bookings, prepare agendas, draft minutes)
 - To commission/draft consultation responses on behalf of the group
 - To ensure that the group's pages on the ADASS website, including minutes of meetings, details of leads, relevant publications and documents etc are kept up-to-date
 - To liaise with the ADASS Treasury regarding budgets held by the group and to ensure that appropriate financial procedures are followed
 - To maintain an overview of the group's work and to assist the Chair in ensuring priority tasks are allocated within the group

6. Single Leads/Taskforces

Civil Contingencies, Supporting People, Asylum, Inclusivity, Carers, International Issues, Public Health and others as agreed at the Annual Policy Event and by Executive Council in between.

6.1 Terms of Reference

To hold responsibility for ADASS policy activity within the remit of the role by:

- a) Providing strategic direction for ADASS policy development within its remit
- b) Reporting significant policy developments with recommendations for action to the ADASS Executive Council
- c) Maintaining close links with relevant bodies and policy makers i.e. government departments, stakeholder organisations, user groups etc
- d) Representing the association on working parties, networks where policy is formulated
- e) Designing and monitoring relevant projects agreed by the Executive Council
- f) Commissioning/drafting the ADASS response to relevant consultations, liaising with Policy Officer re sign off/submission
- g) Contributing to the achievement of the association's overall policy priorities and objectives as identified in the business plan
- h) Linking with ADASS policy networks where appropriate
- i) Ensuring that ADASS members are kept up-to-date with, and given opportunities to contribute to policy development via regional representation and items in the communications bulletin and on the website
- j) Developing an annual work plan for the network
- k) Producing a contribution to the ADASS annual report

7. ADASS Associates

Associates are members who have previously held the role of DSS or DASS. They are an immensely valuable resource for the association and are able to contribute their expertise on a pro bono basis through the policy networks and in response to specific requests.

8. Nominated Representatives

These members represent ADASS on designated working groups, usually for a fixed term. Nominated representatives should be connected to the most relevant policy network.

9. Business Unit

9.1. Structure

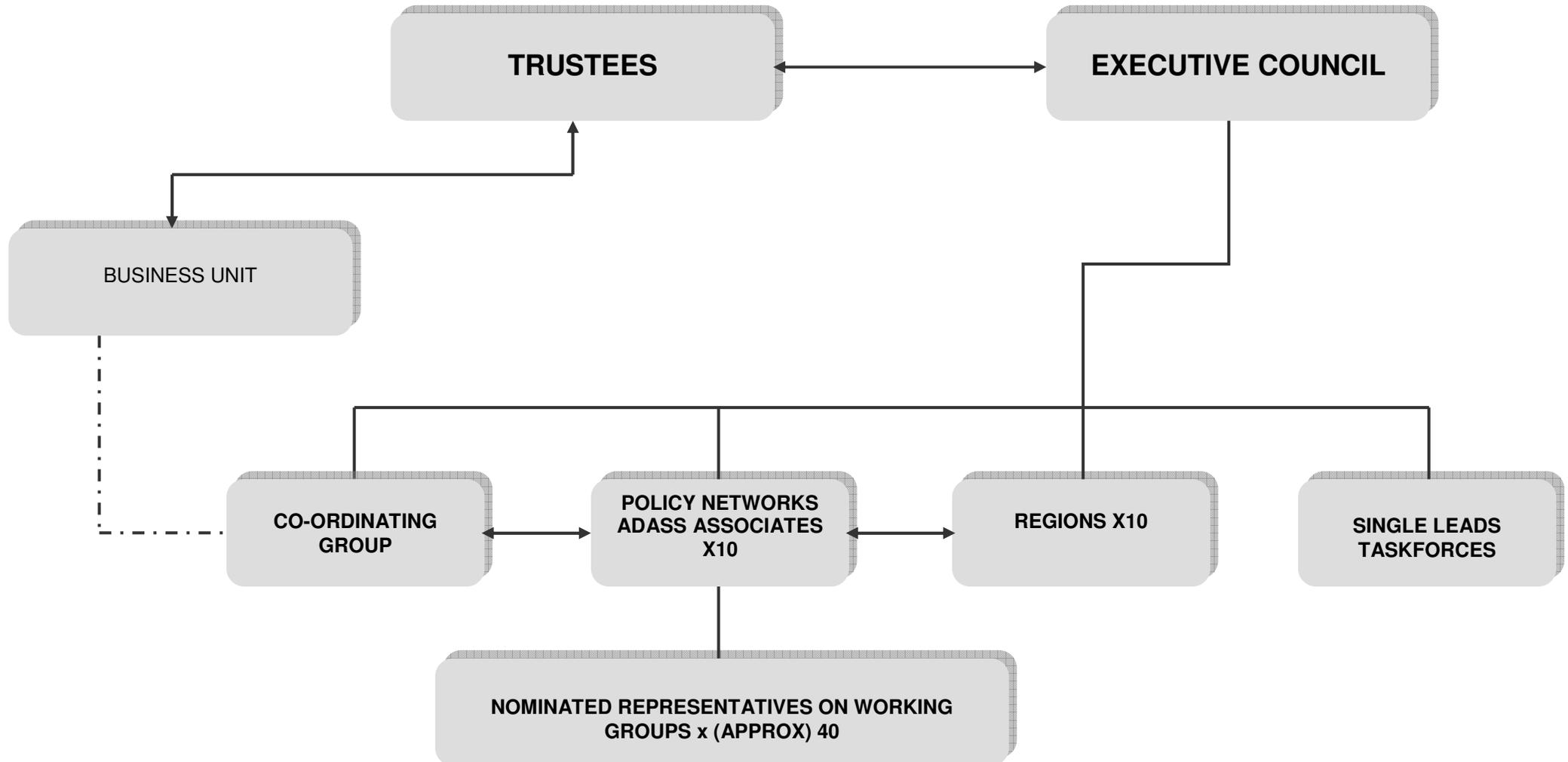
The line management of the Business Unit is through the Honorary Secretary to the Trustees of the association. The line management of the Treasury is through the Honorary Treasurer. The structure is:

- a) Business Manager (0.83 fte)
- b) Policy Officer (0.5 fte)
- c) Administrator (1.0 fte)
- d) Press and Policy Adviser (consultant 0.8 fte)
- e) Coordinator (part time)
- f) Treasury (part time)

9.2. Terms of Reference

- a) Maintain the membership database and manage the services provided to members
- b) Support the President's team
- c) Coordinate and produce publications: ADASS Futures, Annual Report, weekly communications bulletin
- d) Organise the National Children and Adults Services Conference, leading in alternate years
- e) Organise the annual Spring Seminar, Policy Event, New Directors' Seminar and other conferences/ seminars as needed
- f) Maintain and develop the website
- g) Support policy development through membership of policy networks
- h) Manage the association's interface with all types of media (print, broadcast and television) and its public relations activities
- i) Coordinate ADASS consultation responses, with partners when necessary
- j) Prepare, manage and report regularly on the association's budget, in conjunction with the Hon Treasurer
- k) Support the Hon Treasurer and President's team with sponsorship contracts and relationships
- l) Maintain the accounts and liaise with the auditors
- m) Meet the requirements of the Charity Commission
- n) Arrange the agendas and minutes for the Trustees, Executive Council, General meetings and others as required, usually ministerial meetings and other regular meetings with key partners
- o) Respond to enquiries from the public
- p) Coordinate requests from ministers, government departments and other external partners for ADASS representation

ORGANISATION CHART



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Appendix B

ADASS MATRIX MAP

Highly Sensitive/ Wide Impact

Ministerial/Govt Meetings & High Profile Media

- management of the association/charity
- speaking at high profile conferences

→ **President's Team/Trustees**

Determination and oversight of policy

- holding President's Team, Coordinating Group and Policy Networks to account

→ **Executive Council**

- Chaired by the President

Substantive Cross-cutting Issues

- e.g White Paper and Commissioning
- system redesign e.g. IBs, Direct Payments, self directed support, personalisation
- Care closer to home (market development, practice based commissioning)
- Wider community wellbeing (key lines of enquiry from corporate assessment)
- Quality workstreams e.g. End of Life Care, Dignity in Care, specialist complex care
- Safeguarding

→ **Coordinating Group**

- Chaired by the Vice President
- Membership to follow from the priority issues determined annually at Policy Event
- Membership drawn from chairs of relevant policy groups + 2 regional reps from Exec.
- Consultancy commissioned as agreed by Trustees and within budget.
- To ensure that work is undertaken to develop ADASS policy positions on the substantive cross cutting issues
- Joint group with ADCS

Policy Work and Development by user groups

- ADASS Associates and the regions contribute to policy development through the Policy Networks

→ **Policy Networks**

- Resources
- Standards & Performance
- Workforce Development
- Older People
- Learning Disability
- Mental Health, Drugs, Alcohol
- Physical Disability/HIV/Sensory Impairment
- Housing related issues
- Personalisation
- ADASS Associates

Specific Issues

→ **Taskforce and single leads**

- Asylum
- Inclusivity
- Civil Contingencies
- Carers
- Public Health
- International Issues
- ADASS/ADCS

Single Issue/ Low risk

Requests for ADASS reps

→ **Nominated reps**

- 40+ ADASS reps on DH working groups

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