

ADASS Business Plan 2022-25

About ADASS

Our Vision is for a compassionate and respectful society that enables independence, wellbeing and participation in community life.

Our Mission is to be a leading voice of adult social care, working in partnership with people to help transform their experience of care and support.

Our Objectives

ADASS is a charity. Our objectives include:

- To promote the further comprehensive and equitable social policies and plans that reflect and shape the economic and social environment of the time.
- Educating the public.
- To further the interests of those who need social care services regardless of their backgrounds and status.
- To promote high standards of social care services.
- To influence legislation and policy, in line with the values of the Association, at local, regional, national and international level.

Our Beliefs

- A key barometer of a good society is ensuring that everyone, regardless of their needs and circumstances, has a right to live purposeful and independent lives, be protected from harm, and access help when they need it.
- People with care and support needs should receive consistent, high-quality help, support and safeguards that take account of their individual needs – social, physical, psychological and spiritual.
- People should be treated with dignity and respect, with no decisions made about them without them, with the aim of supporting people and their families and carers to make informed choices.
- People should be supported to live in their own home and community unless their needs can only be met elsewhere.
- The best outcomes for people will be achieved when everyone works together collaboratively – local authorities, NHS organisations, central government, private and voluntary providers, community groups and, most importantly, people with care and support needs, their families and carers.

Our Values

- Independent
- Compassionate
- Collaborative
- Respectful
- Ambitious
- Supportive
- Informative
- Honest
- Acting with integrity

Looking back at 2021

- Continued work to inform the Department of Health and Social Care (DHSC), Department for Levelling Up, Housing and Communities (DLUHC) and other government departments and support members and partners to respond to the Covid-19 pandemic with contributions from DHSC contracts.
- Influenced key aspects of adult social care and wider reform.
- Strengthened the evidence base for adult social care, including through our member surveys.
- Strengthened our media profile and reach.
- Flexed the team in response to changing circumstances and short-term funding.
- Enhanced our partnerships and proactively strengthened our financial base.
- Built our internal networks and communications.

2021 in Numbers

- 4 major member surveys.
- 3 major member events.
- 35+ round tables and webinars.
- 330+ media mentions.
- 20+ live national radio and TV interviews.
- 12 major opinion pieces.
- 21 mentions in parliamentary debates and sessions.
- 12,600+ Twitter followers and a reach close to 100,000.
- 10 written and oral evidence submissions to parliamentary committees and inquiries.

Looking forward to 2022-25

- Promoting the importance of delivering social care and the impact on older and disabled people and their carers: amplifying the voices of people needing and working in adult social care, including in Parliament and media.
- Supporting adult social care recovery and focussed attention on social justice and inclusion.
- Continuing to focus on workforce pay and unpaid carers as the foundations of care, support and safeguards.
- Making the case for investment in home and community-based care, support and safeguards.

- Supporting members to be confident partners in integration and collaboration with the NHS and advocating for social models.
- Creating spaces to exchange ideas and share effective practice.
- Reviewing our future direction and shaping our structures to deliver in the most efficient and effective manner possible. Securing the future of the charity, including financially.
- Ascertain and establish the best position we can in relation to improvement, innovation and assurance so as to secure funding post CHIP for effective support for members with the intention of achieving most positive impact for older and disabled people, carers and care staff.

Our Focus 2022-25: Internal

- Ensure we are well-run and meet financial and charitable requirements.
- Shape the future direction of the charity.
- Secure the financial position of the organisation, review our income generation activities and sources to deliver our core priorities.
- Maintain our strong internal communications.
- Ensure our policy and practice work is closely linked to our regional structures.
- Maintain our core business in relation to membership support, accounts, finances, HR, IT and governance, consultation responses, and speaking at critical seminars and conferences.

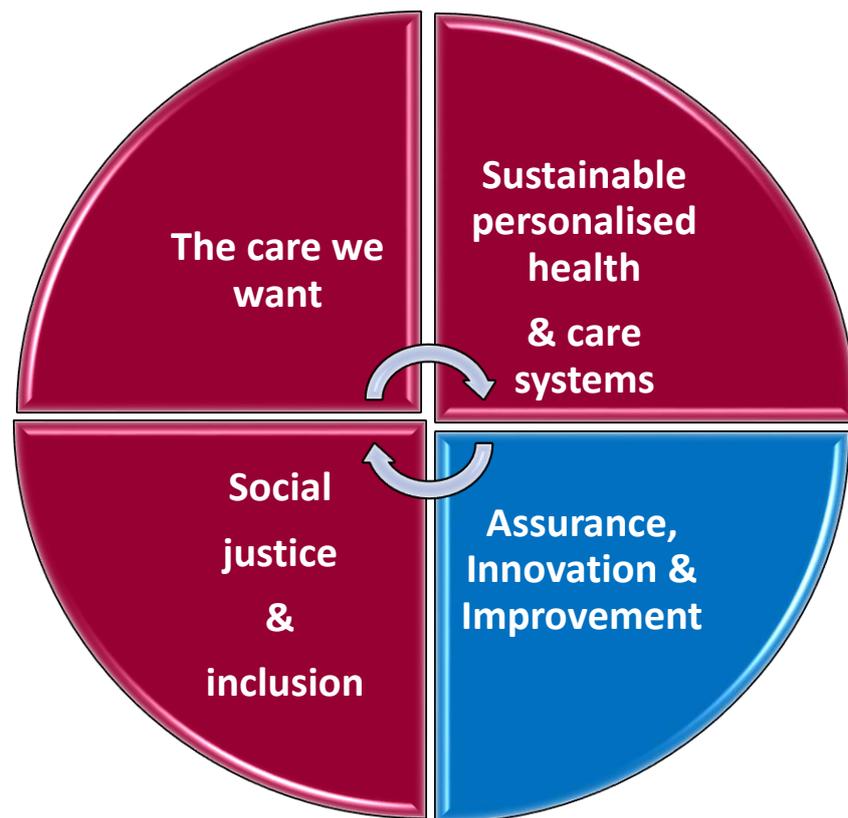
Our Focus 2022-25: External

To ensure that more people get more of the care and support they need:

- Implement the ADASS policy priority commitments.
- Influence reform proposals and plans to ensure they are fair and practicable, including financially and in terms of sequencing.
- Shape improvement and assurance to be about increasing the effectiveness of services.
- Maximise the ability of CHIP to improve policy and practice.
- Work with LGA and other partners to secure DHSC tenders for improvement support.
- Utilise our position and networks to share innovative practice.
- Promote our evidence base, including survey activity, and utilise it within our position statements on reform.
- Strengthen our approach to equality, diversity and inclusion in all facets of our work.
- Strengthen our focus on co-production including a virtual event with people with lived experience.
- Build our external communications with a clear plan for the year.

Our Policy & Enabling Priorities

In 2018, our ADASS rolling business plan (2019-22) set out three policy priorities and three enabling priorities to help frame our work. Over the intervening period, our focus on these priorities has developed and evolved. This work has been led by our Trustees and priority leads, with the support and involvement of key networks and colleagues which has enabled us to coordinate our activity, create a sense of ownership across key parts of the charity and to deliver more.



ADASS Policy & Enabling Priorities (2022-25)

Priority	The Care We Want
Ambition	Individuals and their carers are able to lead good lives, characterised by dignity, independence, safety, and choice and control, drawing where necessary on sustainable and high-quality care, support and safeguards.
Deliverables	Support Government to improve the choice, quality, security, accessibility & adaptability of mainstream housing for people of all ages to improve outcomes for people, including through the Government Taskforce for older people. We will do this by sharing evidence of what works and clearly articulating the opportunities and challenges of delivering on this agenda.
	Work with people who access care and support, the workforce and sector representatives to make a strong case to Government for investment in a more personalised, co-produced, community-based and preventative approach to adult social care.
	Influence the Government's work on Innovative Models of Care & Market Sustainability, such that this enables people who access high quality care and support to live the lives they want to lead.

Priority	Personalised, Coordinated Care and Health Systems
Ambition	People have well-co-ordinated care, support and treatment so that they can lead good lives for longer. This is locally determined and co-ordinated and achieves better outcomes and makes best use of health and social care resources
Deliverables	Make the case for a fundamental shift in resources and focus to personalised care and support in people's homes and communities with leadership from local authorities.
	Commission an integration best practice guide.
	Secure funding to enable us to work with and alongside the NHS to develop a strong social model of care, support and safeguards by sharing examples of what works and the difference investment in home and community support makes.

Priority	Social Justice & Inclusion
Ambition	Social Justice and Inclusion is at the heart of social care and social work and forms the value base of ADASS. In all that ADASS does the voice of people with lived experience will be central and we will call out and address social exclusion and injustice when we see it. Our focus remains in ensuring that those of us who are excluded or who have their personal liberties and human rights compromised can access the

	care, support and safeguards they need. There is targeted support and intervention to address inequalities relating to poor health and social outcomes and experiences and we support people to live good lives in their communities.
Deliverables	Support the development of ADASS' approach to ensuring that people needing and drawing on care, support and safeguards inform an increasing amount of the charity's policy work starting with an event with people with lived experience. Work with Government, partners and members to develop and implement the 'Out of Sight' policy & focus on those people at greatest risk of exclusion e.g. BtRS, people in out of area placements, ATUs, people experiencing abuse or neglect, those in the criminal justice system.
	Work with Government and partners to focus on social care support with an emphasis upon mental health, addictions, homelessness and exclusion. Through a roundtable with partners develop a top tips guide for DASS on Homelessness and the Care Act and use this to develop joint priorities for further work.
	Apply a social justice lens to all aspects of adult social care practice and reform via a network or networks approach, bringing together ADASS network Leads (and partners) under the SJ&I banner to discuss and agree policy positions, lines or statements.

Enabling Priorities

Priority	Workforce
Ambition	To ensure that we have the workforce to deliver high quality care, support and safeguards
Deliverables	Work with partners to develop a collaborative approach to support the creation and development of integrated/joint roles and to provide oversight and challenge to ongoing work around 'delegated tasks' and the national Health and Social Care Leadership review.
	Work with partners and Government to identify approaches to implement the Social Care reform agenda for both the professionally qualified and unqualified ASC workforce and continue to advocate for broader thinking about the wider ASC workforce and how they can be supported.
	Ongoing advocacy for fair pay and conditions for ASC staff alongside sound modelling to understand future ASC workforce requirements supported by a comprehensive national workforce strategy to fulfil those requirements.

Priority	Digital & Technology
Ambition	To strengthen our work to develop the Care we Want, Care Markets and our Social Justice and inclusion work.
Deliverables	Develop clear policy positions on digital and technology opportunities and challenges to enable ADASS members to take a lead on the agenda and to support people to live the lives they want to lead.
	Support the implementation of Reform – Adult Social Care and integration White Papers, Charging Reform, etc.
	Support the appropriate digitisation of records and associated governance.

Priority	Resources
Ambition	To ensure that our work is underpinned by up-to-date analysis and strong evidence base that enables us to clearly articulate the successes and challenges facing adult social care.
Deliverables	Establish a national ADASS resources network to garner a broader range of experiences and evidence of the challenges facing adult social care to enable us to make a positive case for change.
	Engage in, and provide constructive challenge to emerging Government reform proposals, consultations, select committee inquiries and key fiscal announcements.
	Develop a strong evidence-base to support ADASS advocacy across all priority areas – by delivering ADASS surveys, national data publications and engaging with external partners, including major think tanks.

Improvement, Innovation and Assurance

Priority	ADASS's purpose in improving outcomes for people needing care, support and safeguards is furthered through the best possible improvement programmes.
Ambition	Older and disabled people and carers are supported in the best possible way for them as individuals to lead the lives they want to lead
Deliverables	Critical decisions are made at the right time about the extent to which ADASS formally engages in government funded improvement work and with whom
	Every effort is made to influence what is measured and how it is measured in assurance so as to have best impact for people needing and drawing on social care
	Improvement programmes are informed and delivered by people and organisations (including ourselves) with expertise in the delivery of social care and social work

Our Regional Priorities: 2022-23

Our nine ADASS regional branches have their own work programme and priorities for the first year of the business plan:

- East Midlands
- East of England
- London
- North East
- North West
- South East
- South West
- West Midlands.

Region	East Midlands ADASS
Priorities	Support the region to get ready for assurance by developing our support offer for the region including maintaining our current Sector Led Improvement (SLI) review programme, developing our managers and Quality Assurance.
	Support our local authorities to respond and prepare for Fair Cost of Care, charging and legislative and other changes associated with reform.

Region	East of England ADASS
Priorities	Support local authorities to prepare for the proposed assurance framework commencing in 2023
	Support local authorities to manage and mitigate financial and market risks, through economies, improvement, and innovation.
	Support local authorities and their partners with existing and proposed reforms in local partnership and service delivery & Integrated Care Systems development.
	Embed co-production and personalisation: to support innovation and improvement in the commissioning and delivery of local services, and transformation in line with 'People at the Heart of Care'.

Region	London ADASS
Priorities	Co-produce an updated London-wide Workforce Strategy, supporting our aspiration to develop inclusive progression routes for our workforce; further, develop the Apprenticeship Programme, and embedding the Proud to Care Offer.
	Develop an evidence-based approach to Commissioning & Market Development to support our understanding of Discharge to Assess, including the costs to council systems and outcomes for individuals; continue to deliver our ambitions for the Market Insight Tool.
	Support local authorities to get ready for CQC Assurance

Region	North East ADASS
Priorities	Work collaboratively to model future demand, address challenges and re-shape markets and to offer person-centred care. Seek innovative ways of integrating housing and specialist supported housing models into local health and care strategies.
	Work with care providers and education institutions to promote social care in the North East as a great place to work, with a focus on succession planning, workforce wellbeing and leadership development
	Work collaboratively to support carers, including young carers and to strengthen the voice of carers and people with lived experience in service design.
	Support local authorities to prepare for assurance, standardising approaches to safeguarding policy and practices, and share learning. adults.
	Oversight of the policy reform agenda and support local authorities to be ready for legislative change.
	Ensure adult social care has parity and an influential voice in the ICSs and work to address system pressures

Region	North West ADASS
Priorities	Assurance - We will co-produce and co-design a robust National Assurance Preparation offer for the region.
	Charging Reforms - We will understand better the implication of charging reform by support our regional trailblazers and setting up a 'Charging Reform Group' to share the learning across the region.
	Integration - we will develop effective alignment with regional 'Integrated Care Systems – (ICSs)' to support better care for residents and complete a joint piece of work with NHS colleagues on joint career pathways

Region	South East ADASS
Priorities	Work with and support the 18 councils to prepare for adult social care reform, including assurance, and considering aspects of the cost of care exercise that may be best supported at a regional level.
	Work with the SE ASC Recovery Commissioning sub group which focuses on NHS support to revitalise the care market and capacity post covid, further through the SE ADASS networks we will review, share best practice, and support councils to work with their local care providers and stakeholders to build capacity within the context of Care Act duties.
	Work with South East Social Care Alliance to continue to support the development and roll out of the LGA ASC Workforce Capacity Modelling tool, explore the opportunity to widen the stakeholder group, understand the impact of reform on workforce, potential risks and focus on how sufficient capacity of the right skills may be created.

Region	South West ADASS
Priorities	<p>Implement our charging reform: project to:</p> <ul style="list-style-type: none"> • Unlock the differences across the region • Fairly represent the cost of care • Examine how care is charged • Seek consistency in approach, producing with providers • Produce analysis of care costs for older people.
	Implement an assurance programme review to relaunch our approach to sector led improvement
	Use the evidence acquired to examine what a community based, technology enabled blended model would look like, and what can we do with technology (inc. R&D) to support people
	Deliver the action plans to develop the existing workforce, attract new people into the sector and professionalise the whole sector
	Work with NHS and Children's Services to support the implementation of the Liberty Protection Safeguards.
	Support collective engagement with the NHS to support systems in providing better care & outcomes

Region	West Midlands ADASS
Priorities	Support the implementation of reform and new legislative changes (LPS, ICSs/integration, market sustainability and fair cost of care). CQC assurance preparation building on the 14 pre-assurance interviews, Pause and Reflect, Peer and Practice Reviews.
	Support collaboration and peer-led improvement through our thematic networks. Key focuses on developing new research capabilities, equality, diversity and inclusion and co-production.
	Focus on sector-led innovation including digital, data and technology. Key focuses on data to support home care demand and supply modelling, a preventative digital approach to supporting carers and expansion of the Midlands Digital Leadership Pilot.

Region	Yorkshire & Humber ADASS
Priorities	<p>Focus on improving co-production and engagement:</p> <ul style="list-style-type: none"> - Deliver event to share good practice. - Reconsider approach to Mystery Shopping (which lapsed during Covid). - Regional support to refresh Local Accounts
	Ensure readiness for new Assurance requirements – including review and development of Peer review approach and refresh of regional benchmarking.
	Provide peer oversight for Fair Cost of Care process and market statements
	Develop a tactical regional workforce plan

National Priorities 2022-23

- Regional – National Coordination
- Public Affairs
- External Communications
- Internal Communications
- ADASS Business

Regional – National Coordination	
Ambition	<i>ADASS effectively co-ordinates its work across regions and nationally, supporting regional diversity and using its resources as effectively as possible to improve outcomes for people needing care and support.</i>
Priorities	Support regional ADASS branches & PSW networks to deliver nationally and, if they wish, regionally funded programmes of work through the co-ordination of funding submissions, reporting, frequent two-way communications with Chairs and Regional Leads, feeding back issues directly to partners.
	Increasingly co-lead the work of the CHIP national team and strengthen the involvement and engagement with ADASS Trustees and Regional Chairs and to reflect local and regional as well as national priorities.
	Provide a range of opportunities and platforms for regions and their local authority members to network, share issues and highlight good practice e.g. via webinars, seminars, blogs, joint forums, and case studies in reports.

Public Affairs	
Ambition	<i>ADASS is respected by a range of partners and decision-makers as an expert voice on all aspects of adult social care.</i>
Priorities	Engage with 6-8 key parliamentarians from the major political parties to ensure a strong focus on the key issues facing adult social care.
	Influence legislation and policy in line with the values of the Association through direct engagement with Government departments, responding to consultations and committee inquiries and engaging with MPs and Peers.
	Develop the right partnerships and alliances to exert influence in key debates
	Set out our positions on all key aspects of recovery and reform.
	Develop our work with people with lived experience including delivering a joint event

External Communications	
Ambition	<i>ADASS is positioned as the 'go-to' organisation for comment and professional advice on adult social care and impacts positively on social work and social care policy.</i>
Priorities	Develop and deliver a communications plan for the year.
	Develop 6-8 key lines of communications with incoming ADASS President and Trustees.
	Maintain a proactive and reactive media and social media presence on major adult social care stories. Use three or four set pieces each year to communicate key social care issues to the public, including showcasing the findings of ADASS member surveys.

	Develop a bi-monthly programme of external communications such as blogs, podcasts and videos for the website and social media platforms, to promote the work of ADASS, policy priorities and best practice.
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Internal Communications	
Ambition	<i>ADASS is an effective and efficient internal communicator to its members, facilitating dialogue and ensuring that members' voices are heard.</i>
Priorities	ADASS and partnership events to be run successfully including Spring Seminar and NCASC 2022
	Further support the involvement of PSW members, providing monthly communications, 2 top tips guides, and supporting professional development.
	Maintain a proactive and reactive media and social media presence on major adult social care stories.
	Ensure ADASS elections encourage diversity
	Maintain a range of communication channels for the membership as a whole including bulletin, for Trustees, Regional Chairs, priority leads & PSWs.
	Review the website and develop opportunities to allow for professional networking and connecting members and enabling them to shape policy and practice
	Deliver the ADASS Accelerate and Springboard Programmes with sponsors.

ADASS Business	
Ambition	<i>ADASS is a vibrant, sustainable and growing organisation that meets its objectives of leading social care, influencing policy, supporting members and sharing and improving practice.</i>
Priorities	Current income streams are reviewed, balanced and sustainable.
	New funding opportunities are secured to further the work of the Association.
	Maximise sponsorship revenue in the context of the Association's primary purpose and values, commercial volatility and the uncertainties presented by the pandemic
	Maintain the staff team as a top performing team, review the staffing structure to ensure it remains sustainable and fit for purpose, and refining employment policies as needed.
	Maintain the annual cycle of good governance
	Support the development of the staff team, including an increased focus on EDI
	Develop opportunities for members to shape policy and practice.
	Review the staff team and the relationship between national and regional ADASS staff.

Resourcing the Plan

ADASS: income and expenditure budget					
Five years from 1 January 2022 to 31 December 2026					
	2022	2023	2024	2025	2026
Income					
Contracts	376,341	0	0	0	0
Membership fees	408,761	428,251	436,816	445,552	454,463
Business Partnerships	350,100	350,100	350,100	350,100	350,100
Events	134,975	228,415	231,969	234,193	205,733
Investment/Other	6,000	6,058	6,117	6,178	6,239
Total income	1,276,177	1,012,824	1,025,002	1,036,023	1,016,535
Expenditure					
Staff costs	1,161,572	814,617	830,609	846,921	863,560
Premises & admin	87,300	80,287	92,331	83,530	88,761
Event costs	124,870	127,368	129,915	132,513	135,163
Core activities	93,500	106,987	108,626	110,299	112,005
Professional & consultancy	16,385	11,592	11,824	12,061	12,302
Total expenditure	1,483,627	1,140,850	1,173,305	1,185,324	1,211,791
Surplus (deficit)	(207,450)	(128,026)	(148,303)	(149,301)	(195,256)
GENERAL FUNDS BROUGHT FORWARD	2,619,564	2,412,114	2,284,089	2,135,785	1,986,485
GENERAL FUNDS CARRIED FORWARD	2,412,114	2,284,089	2,135,785	1,986,485	1,791,229

People

Our Trustees - Play are active in all aspects of the work of the Association during the usual terms of office. They undertake their roles in addition to their local authority roles. Over the coming year we will seek to revert pre-pandemic levels of involvement.

Our Staff – Lead on key priority policy and implementation areas, CHIP, regional co-ordination, communications and business. We also deploy temporary staff to help provide capacity and coordinate specific projects. We will continue to grow and upskill our team. Regional staffing and governance arrangements will be kept under review as and if contractual income increases.

Our Regional Chairs play a vital role in delivery and communications, providing a connection between national and local aspects of our work. They have a particularly critical during periods of crisis and currently in response to the reform agenda.

Our Regional PSW Chairs play an increasingly important role in the work of the Association, shaping developing policies and projects and an important connection of PSW members.

Our Priority Leads individually and collectively are playing an increasingly crucial role in shaping our work, leading key projects and representing the Association externally with government and other partners.

Reporting

We will formally report on progress on implementing the commitments in the ADASS business plan 2022-25 to ADASS Executive Council meetings during the year.

We post key publications and outputs on our website.

We will report on progress in the ADASS Annual report 2022.