

Report of the Trustees and
Financial Statements
for the Year Ended 31 December 2023
for
The Association of Directors of Adult
Social Services (ADASS)

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**The Association of Directors of Adult
Social Services (ADASS)**

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for the Year Ended 31 December 2023**

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**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

ADASS members work together at a regional level, and whilst some of this activity is included in this report, these groupings are financially independent of the charity.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The constitution of ADASS sets out the following charitable objects:

- a) To promote the education of the public in matters of social policy, social organisation and social problems.
- b) To promote the relief of those needing care, support or safeguarding and the preservation and protection of physical and mental health for the benefit of the public.
- c) To promote the preservation of family, friendship and community life for the benefit of the public.
- d) To promote inclusion of older, disabled and mentally ill people in all aspects of society.

ADASS is the voice of leaders in adult social care. We believe that all individuals, regardless of disability or frailty should have the means to live purposeful and independent lives, free from discrimination, with dignity and respect. We believe that people who require support as a result of disability, ill health or frailty have the right to high quality support and choice and control over that support. We believe that the views and needs of families and carers are important and that the rights of people who lack mental capacity, who are at risk of compulsory detention under the Mental Health Act, or who are in need of care and support and at risk of abuse or neglect should be safeguarded.

We aim to ensure that high quality social work and care is available to all who need it. We aim to promote the need for adequate funding for social care and to ensure that the infrastructure needed to provide it is available. We aim to further the interests of people who require access to social care regardless of their background and status and to promote public understanding of social care.

Public benefit

When setting the objectives and planning the work of the charity for the year, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Our impact in 2023

In 2023, ADASS published a roadmap to transform adult social care over the next ten years which has been adopted as a blueprint for change by many leaders working across social care.

We focused on influencing changes in the three key areas we know are critical to overcoming the challenges facing people needing, drawing on and working in adult social care at the moment: solving the staffing crisis in adult social care, getting better support for unpaid carers and advocating for a shift of resources and focus to early support, provided to people closer to home, rather than the current situation where adult social care is often only available when people get to crisis point. The progress we've made in these areas is outlined in this report.

We also continued to support our members to learn, share and develop their knowledge and skills through our event

programme, member communications and resources.

We also began a significant review of how we work as a charity, to ensure we are better able to support improving adult social care with our partners in the future.

1. How we approach our work

A. Equality, diversity and inclusion

Social care must be inclusive, or it fails the communities it intends to serve. ADASS has prioritised equality, diversity and inclusion (EDI) as a key objective across all our work.

Our EDI action group held regional practice sharing sessions during the year to help us learn good practice from one another.

This year has seen our highest return rate of members' equality monitoring data at 43%, though we want to improve that again next year. We'll use this data during 2024 as part of our membership review.

We have helped shape the EDI content and delivery of Skills for Care's 'New Directors Programme' for new directors of adult social services. We also promoted the 'Moving Up' programme to ADASS regions which has helped to significantly increase delegate numbers. The 'Moving Up' programme supports Black and Asian minoritized groups who are managers or aspiring managers looking to progress in their career but are facing blockages and resistance preventing them from doing so. We have also contributed to the delivery of the EDI recommendation from the health and care leadership review conducted by Sir Gordon Messenger as well as the roll out of the Social Care Workforce Race Equality Standard (SC-WRES) which is a programme designed for social care organisations to achieve anti-racist workplaces.

We began to explore the opportunities of sharing current EDI work and developing shared work in future across senior local government membership orgs including Society of Local Authority Chief Executives (SOLACE), Association of Directors of Children's Services (ADCS), Association of Directors of Environment, Economy, Planning & Transport (ADEPT), Association of Directors of Public Health (ADPH) and the Local Government Association (LGA). This will continue in 2024.

B. Co-production

Working with people who understand how social care can be improved through their experience of needing or drawing on care services is vital to build a better system. This is often called co-production, the process of service providers and people needing care and support developing and designing improvements and new ways of providing care together. In 2023 ADASS Trustees agreed to invest ADASS resources in a partnership with Think Local, Act Personal (TLAP) to help us co-produce ADASS policy work. TLAP is a partnership of more than 50 organisations focused on transforming health and care through personalisation and community-based support. We've developed an agreement on how we'll work together to involve people drawing on care and support in our policy development and have a draft plan in place to start this work in 2024 including which policy areas we'll focus on first.

In 2023 we also consolidated and extended the work we started in 2022 to ensure people who draw on care and support can become involved in key social care conferences, adding their expertise from experience into discussions and workshops about improving social care. We provided funded places for people who draw on care and support at our Spring Seminar and Leadership Summit and supported a wide range of speakers. We also worked with our partners LGA and ADCS to provide 20 funded places for people who draw on care and support at the National Children's and Adult Services Conference (NCASC) in November 2023, matching a similar investment in 2022. The 'Big Chat' sessions and co-production feedback wall we established in 2022 are now firmly embedded at NCASC. These are sessions led by people with experience of drawing on social care and were supported by NCASC sponsor IMPOWER. We've also made it a requirement that all NCASC workshop sessions in the adult services programme involve people who draw on care and support.

2. Influencing policy in adult social care

During 2023 we continued to advocate for and support policy and practice changes across a wide range of areas during the year working with people with lived experience, government officials and a very wide range of partners and stakeholders. These included priorities developed over months in relation to workforce, carers and early support, as well

as issues arising in relation to, for example, policing and welfare changes (Right Care, Right Person), the Covid Public Inquiry and international recruitment. Our policy work has two focuses: one is external in relation to influencing decision makers, one is internal in relation to supporting ADASS members with the implementation of policy and sharing effective practice.

A. Time to Act

In 2023 we commissioned and published 'Time to act: a roadmap for transforming care and support in England', It consolidates the evidence, research and thinking from the last ten years on how we can transform adult social care so that it provides the care and support that people need now and in the decades to come.

It sets out a practical plan on what needs to change in two years, five years and ten years to change the system and what we'll need to do to make it happen. The report was widely welcomed by social care leaders, policy makers and other leaders who have a stake in social care and has been adopted by many as the blueprint for reform.

In parallel, ADASS worked with #SocialCareFuture and the Local Government Association (LGA) to start to build a movement to change the story about social care. Its goal is to put in place one of the fundamental building blocks for the transformation envisaged in the roadmap – sustained political will and backing for change and investment in adult social care.

B. Building evidence base about adult social care

ADASS is in a unique position to provide nationwide data on the state of adult social care through gathering evidence from our members, who lead on adult social care for every council in England with responsibility for the service. We use that evidence to recommend action on policy and practice.

In 2023, we published three survey reports based on evidence gathered from directors of adult social services and their teams.

Our Spring Survey (June 2023) found that short-term funding boosts from Government had helped reduce the number of people waiting for care and increased support for people at home. However, increases in care delivered were not keeping pace with needs, including needs relating to mental ill health, domestic abuse and carer breakdown. As a result, most councils were not confident that they could offer the minimum social care support in their communities required by law. We believe that this report, along with trend data from previous ADASS Spring Surveys, helped influence the Government to increase adult social care capacity during the year through supporting recruitment and retention of the workforce, including additional funding allocated through the Market Sustainability and Improvement Fund (MSIF) in July 2023.

We used the data and insights collected through our Autumn Survey to publish two reports in November 2023, the first on Social Care, Housing, Health and Winter and the second on Adult Social Care Budgets and Waiting Times. These reports highlighted that to escape the cycle of winter crisis in future years we need to shift to a preventative model of care that enables more people to live at home, or in a place they call home.

The evidence gathered through these surveys has been central to ADASS responses to the provisional local government finance settlement consultation, Spring Budget and Autumn Statement fiscal events. They have also provided the basis for responses to Government consultations and Parliamentary Committee calls for evidence such as the Public Accounts Committee inquiry into Reforming Adult Social Care in England.

C. Workforce – fair pay and conditions for people who work in social care

People are social care. Without a well-supported, secure workforce it doesn't function. In 2023, we continued to work with our members to mitigate the staffing crisis in social care. While vacancies fell a little, thanks to recruiting staff from other countries, pay and conditions lag other sectors and many continue to leave care jobs every year. While many things need to be done to address this, more funding is key.

This year we used analysis of our member surveys to make an evidence-based case for additional funding for the sector, with a plea to the Department of Health and Social Care (DHSC) for funding decisions earlier rather than later so their impact could be maximised. They responded. The DHSC announced extra funds to support people coming out of hospital during the winter in July. As a result of our and others' advocacy, the funding could also be used to help people avoid the

need to be admitted to hospital. Though welcome, we have continued to advocate for longer-term, sustained funding to improve pay, terms and conditions for people working in adult social care to ensure the vital work they do is rewarded fairly, and to address the continuing high vacancy rate.

International recruitment

Working in partnership with ADASS regional teams, Partners in Care and Health (PCH), DHSC, UK Visa and Immigration Service (UKVI) and the Care Quality Commission (CQC), ADASS played a pivotal role in providing advice, guidance, intelligence, support and coordination in responding to both the opportunities and challenges of international recruitment of care workers.

When done ethically international recruitment has proved to be a real positive for the sector, filling vacancies and increasing capacity. However, recruitment via unethical organisations has resulted in poor treatment and abuses of workers with links to illegal activity and in the worst cases modern day slavery. This has had a devastating impact on the workers and their families and risks continuity of care.

In response to this we established a process alongside the responsible government agency, the UK Visa and Immigration service (UKVI) to inform councils of notifications to revoke or suspend a provider's international recruitment licence. This has helped to ensure continuity of care by giving councils information at an early stage so they can enter into conversations with providers about service continuity. We also provided intelligence and feedback to DHSC colleagues about risks and issues in the sector and worked with providers and ADASS regional teams to develop potential solutions for improvement via the regional support hubs.

Social care workforce strategy

One of our longstanding policy goals is establishing a long-term, fully funded workforce plan for social care in England, to ensure that we plan how many people we need working in care to meet the needs of our communities over the next ten years, and make sure the funding is available to pay for those jobs. In the absence of a government-led strategy, ADASS has played an active role in the development of a social care workforce strategy by Skills for Care.

D. Better support for carers

Without England's 5 million unpaid carers, millions would not have the care and support they need. But carers get too little support to balance other life commitments and maintain their wellbeing alongside the caring they do for a relative or friend. In 2023, while we set-out the case to the Treasury that extra funding of £1.5 billion to begin to provide the support carers need, we also focused two practical ways to improve support for carers now.

Carers Challenge

We worked with our partners at Carers Trust and Carers UK to launch the Carers Challenge. We asked social care teams and people working with them to tell the story about how they're making a difference to unpaid carers in their community. We'll collate these stories into one online great practice resource to be launched in April 2024, which will enable any team to learn from and replicate great practice in improving support to carers.

Accelerating Reform Fund

When the DHSC wanted to launch a fund to help test and evaluate the impact of innovative new ideas in social care, ADASS made the case for projects supporting carers to be a key focus. We advised the DHSC carers policy team to shape the fund so it focused on what matters most to carers, and how the fund could work effectively helping councils to take part. Five out of twelve areas covered by the fund focused on improving outcomes for carers.

E. More early support, closer to home

Most people would prefer to get the care and support they need in their own home or community. Few would choose to go to hospital or into residential care if they can avoid it. At the heart of the reformed social care system ADASS wants to help build is a shift away from providing care in hospital and care homes to more care and support at home. And that's also a shift from dealing with health challenges when someone reaches crisis point to one where many more people get support early, at home or in their community so they never get to crisis point and can continue to live the life they want. Making the shift to earlier support, closer to home will take significant long-term investment and reform, but in 2023 ADASS advocated for some of the building blocks to be put in place.

Reducing delays to discharge from hospital has been a key policy priority for the Government in 2023. As the NHS continues to address the impact of the pandemic, more people have needed hospital admission and more have been supported on discharge. ADASS has been working with policy makers at the DHSC throughout the year to advise on improving the capacity in social care to support people coming out of hospital where that has been the barrier. But we've also been advocating that the Government needs to address the causes not just treat the symptoms. Many people find themselves in hospital because they didn't have access to care and support at home that would have prevented them from needing to go into hospital in the first place. We have seen some progress in recognition from policy makers in Government that to stop the cycle of winter crises on beds in the NHS it's key that more focus is put on widening care and support to prevent admissions in the first place.

We've also been taking that message about the need for increased investment and policy focused on preventative services, closer to home, through written evidence to the House of Commons Committee Inquiry into Prevention in Health and Social Care, The House of Lords Integration of Primary and Community Care Committee and by providing professional input at roundtable events at Liberal Democrat and Labour Party Conferences on prevention.

In November 2023, we used the evidence from the ADASS Autumn Survey to put forward three areas for exploration (ahead of the next Government Spending Review and General Election) which the Government could invest in first to begin to provide better care closer to home and prevent unnecessary admissions to hospital or residential care. These are:

1. Shifting to a preventative model of care that enables more people to live at home, or in a place they call home by increasing the availability of supported, accessible and adaptable housing options for people with care and support needs.
2. Increased investment in crisis resolution and recovery services, including community-based services, intermediate care and the voluntary, community, faith and social enterprise sector to enable people to stay as healthy and independent as possible, for as long as possible.
3. Everyone should be able to access the right information and advice at the right time to understand the different options available to them that best meet their preferences and circumstances.

The evidence contained within the survey reports and these three proposals have led to discussions with civil servants in the Department for Levelling Up, Housing and Communities (DLUHC) and DHSC about how these could help them develop proposals for the next Government Spending Review.

F. Economic case for social care

Social care has wide social and economic benefit to wider society. In 2023, we planned to commission some work that provide evidence of the wider economic benefits of public investment in adult social care. However, other work providing this evidence was published during the year, including the Future Social Care Coalition's Carenomics report in September 2023. As a result, we decided to provide evidence and input into other work which would add value to this newly published evidence. We will also continue, wherever we can, to include evidence on the economic impact (including examples of return on investment) and outcomes for people of any policy proposals we put forward to Government and in the public domain.

G. Raising awareness and influencing change

In 2023, we commissioned a review of our communications and influencing work in order to develop a new strategy so ADASS could help build support for the transformation set out in the roadmap, Time to Act (for more information on our approach to this review see the section below)

The resulting strategy for implementation from 2024 focuses on ADASS contributing to building a movement of allies to change the story about social care, so that more of the wider public and policy makers understand the value and impact of social care to every family, the need for investment to build a system that works for everyone and the wider benefits that will have on our society and economy.

In the second half of 2023, we started to test out this approach with our allies, including holding a meeting for social care leaders at the National Children and Adult Services Conference (NCASC) in November 2023, which was well attended and showed positive support across the sector to change the public and political mindset about social care in the short and long-term.

While the strategy has been in development, we've continued to raise awareness about the impact of adult social care and advocate for improvements in the system in media, social media and with policy makers. Though our communications and influencing work has covered a range of issues, we've tried to focus our work on our three policy priorities: workforce, carers and early support, closer to home.

Media coverage

During 2023 ADASS statements, comments and our work was mentioned 1,900 times by a total of 387 online, print and broadcast media outlets. 182 (9.6%) of those mentions were in nationwide media outlets with the remainder in either sector press, regional or locally based media titles.

The launch of our roadmap, Time to Act, in April 2023 achieved significant profile with 231 pieces of coverage, including a three-quarter page feature in the Daily Express, an article in the Guardian and a mention on BBC Radio 4 news.

We also secured good coverage for our Autumn Survey results and calls for further investment in social care before the Chancellor's Autumn Statement in November 2023, including significant articles in the Daily Mirror and the Independent online.

We continued to secure significant coverage in social care sector media outlets, including being commissioned to write 14 opinion pieces about key issues.

Social media

ADASS focuses on audience on Twitter/X and LinkedIn for its social media engagement. On both channels we've sought to improve the quality of our content to improve engagement, including using infographics, imagery and engaging in conversations about our priority issues/responding to other organisations' reports and interventions.

We have an active LinkedIn audience with some individual posts generating more than 500 organic engagements, a healthy engagement rate of 8.5%.

Public affairs and parliamentary influencing

Our public affairs activity in 2023 provided a strong foundation to build on and a benchmark for our influencing work for the future through our new communications and Influencing strategy.

ADASS was referenced directly by name in the Houses of Parliament 19 times in 2023. This was across both chambers and a wide range of activities including debates, written and oral questions. Ministers, Shadow Ministers and other MPs frequently referenced our surveys and other research, with our data on waiting times particularly prominent. We also shared written briefs with a target list of peers ahead of key debates and are growing our relationships with those parliamentarians who we've identified as key advocates for adult social care.

We responded to consultations and Select Committee inquiries in 2023 including responses to the Health and Social Care Select Committee, the National Audit Office, the Public Accounts Committee and the Lords Committee on the Integration of Primary and Community Care. We also supported Directors of Adult Social Services to give oral evidence in Select Committee sessions and provided written briefs to Committees to inform their oral evidence sessions with other witnesses. This included topics on mental health and international recruitment.

Website

As part of our new communications and influencing strategy, we started a review of the ADASS website to update and improve its capacity as a source of information and resources to support ADASS members and our wider communications and influencing.

By the end of 2023, we had concluded that we needed to redevelop the website and move it onto a more flexible, modern and easier to use content management system, to enable it to support our activities in 2024. This project was started at the end of 2023, and should result in a new website being launched half way through 2024.

3. Supporting our members

A. Sector-led improvement of social care

ADASS and the Local Government Association (LGA) are Partners in Care and Health (PCH). This programme is funded

by Department of Health and Social Care via three main contracts, 'Core Infrastructure' for LGA and ADASS respectively and 'PCH'. This is offered to councils without charge. The ADASS Core Infrastructure funding is largely distributed to the nine ADASS regions, funding one or more staff members and a vast array of mutual learning, peer support and challenge mechanisms.

PCH support councils to improve the way they deliver adult social care and public health services and helps government understand the challenges faced by the sector. The programme is a trusted network for developing and sharing best practice, developing tools and techniques, providing support and building connections. ADASS regions and the national programme have supported councils to prepare for the CQC Assurance as well as supporting councils across a number of workstreams e.g. digital and commissioning.

In 2023 the PCH national improvement programme delivered the following support:

- 352 direct improvement support offers,
- 30 events with 4,762 attendees,
- 30 published universal support offers with 12,432 views.

This support has covered all councils and regions in England.

B. Regional networks

The national ADASS charity works closely with our members and colleagues in ADASS regional teams throughout England. In 2023, ADASS regional teams continued to be the driving force in statutory social care leaders developing innovative ways of providing better care, sharing good practice and learning, and offering advice and guidance to ADASS members.

They also facilitate direct feedback from ADASS members on social care policy and practice.

In 2023, to maximise the influence of the insights from ADASS regional teams, we facilitated a new programme of quarterly meetings with the government Minister for Social Care, Helen Whately MP and DHSC officials where ADASS Regional Chairs (all Directors of Adult Social Services) have updated the Minister and officials on current challenges, opportunities and successes for the sector.

In 2023, ADASS regional teams have continued to help shape and deliver projects as part of the sector-led improvement work of Partners in Care and Health (PCH) – the partnership between ADASS and the LGA to improve the effectiveness of adult social care. In 2023, ADASS started work with LGA to develop a new approach to sector-led improvement where ADASS regional teams play a more central and pivotal role.

C. Principal Social Workers

During 2023 we continued to improve the involvement of Principal Social Workers (PSWs) influencing ADASS' policy influencing work and wider national policy making. Throughout the year we held monthly catch-up meetings with PSW regional chairs, ensuring that challenges they are experiencing locally can influence ADASS work and influencing. For example, our bi-annual meetings with Social Work England now include PSWs, ensuring first-hand experience of social work practices and processes is understood at a high level. Additionally, with PCH, we have ensured that PSWs have been targeted for support ahead of CQC assurance visits to councils.

D. Associates network

ADASS Associates continue to meet and to offer invaluable support to each other and to ADASS members. Their offer of mentoring to current social care leaders is widely sought. In the first six months of the year, the network:

- matched mentors for 23 Principal Social Workers
- matched mentors for 11 directors or assistant directors of adult social services
- and had four more associate members signed up as mentors available to match and potentially another five interested.

E. Assurance

ADASS and its members have played a key role in influencing and implementing Care Quality Commission's (CQC) local authority assurance – a new assessment framework to assess how well councils are fulfilling their duties under the Care Act 2014. At a national level we have worked collaboratively with the Departments of Health and Social Care (DHSC) and Levelling-Up, Housing and Communities, the CQC and Local Government Association (LGA). Our work in the past year focused on contributing professional input and our evidence into shaping the final version of the framework for assurance, as well as the approach CQC will take to support councils to improve and influencing Ministerial objectives and priorities for CQC assessments.

ADASS was also at the forefront of influencing the emerging approach for CQC to pilot their assessment approach with five councils. Once these assessments were underway, we worked with Partners in Care and Health (PCH) colleagues to host weekly meetings with the Directors of Adult Social Services from the five pilot councils. These meetings enabled them to share their approaches to preparing for the pilots, of how the pilots functioned and any follow-up work. They also enabled us to gather intelligence on the process that could be shared via our national and regional networks and to raise emerging issues on behalf of the pilot sites with CQC and DHSC to improve the process in advance of formal assessments beginning. We completed much of this work through national meetings, including the ADASS Improvement, Innovation and Assurance Group, which has been a conduit for sharing good practice for assurance through ADASS regional representation and to local councils.

F. Events and communication

Events are an important way ADASS supports our members to share ideas and learn from each other and external experts so they can continue to lead improvement in adult social care in their communities.

In 2023, ADASS ran two events and continue to partner with the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS) to organise the National Children's and Adult Services Conference (NCASC).

Our Spring Seminar is our annual event for members. In 2023 it brought more than 250 social care leaders together to learn and share experiences. We launched Time to Act on the first day of the event, as well as a range of key topics including embedding co-production with people who draw on care and support in the way social care services are developed, understanding the role of the Principal Social Worker and integrating health and social care. The conference had a range of contributions on best practice from ADASS regional teams and contributions from Minister for Social Care, Helen Whately MP and Shadow Minister for Social Care, Liz Kendall MP. Feedback from delegates was very positive, many felt the Roadmap provided a great focus for looking forward and helped make it an uplifting and constructive event.

From 7-9 September 2023, ADASS held a two-day Leading in Care Summit for our members in London, a learning event where social care leaders can learn from each other and outside experts about new or emerging ideas and practice in social care and leadership. Attended by more than 120 ADASS members, as well as partners from the NHS and people who draw on care and support, the Summit combined sessions dealing with key issues like addressing inequality and providing support to communities in crisis, with leadership development sessions for example building personal resilience and how to model the future we want to create.

NCASC 2023 took place from 29 November to 1 December at the Bournemouth International Centre. The LGA led on organising the event this year which welcomed more than 700 local political leaders and people leading adult social care and children's services from across England. ADASS provided key input into the programme and supported the organisation of adult social care sessions.

As well as our event programme, we continue to provide support and information to our members through our regular communications about ADASS work and emerging issues and opportunities in the social care sector. This includes our weekly e-bulletin which goes to all ADASS members, and communication through our regional and policy networks.

G. Good practice resources

Through the year we developed and updated a number of documents to support ADASS members on the implementation of specific policies, including handling the delay to the implementation of the Liberty Protection Safeguards and the challenges this has brought, Right Care Right Person and International Recruitment.

4. Making the charity work well

In 2023, we completed a thorough review and restructure of the small national staff team to improve ADASS capacity, add new skills and resilience and to support the ambitions of the charity for the future. Trustees recognised that ADASS had grown its impact, influence and capacity in the past five years without reviewing whether our governance and approach to our core activities: policy influencing, communications and membership support remained fit for the challenges and opportunities the charity and social care sector now face. Reviews in all these areas have either completed and are being implemented or commenced for completion in 2024.

5. Governance and risk management

The Trustees undertook a fundamental review of the strategic risk register in 2023, updating the profile of the principal risks and uncertainties faced by the charity.

These can be divided into two main areas:

- Financial – including future financial stability, bad debts, potential fraud, poor budgetary control and inappropriate spending.
- Governance, reputational management – including staffing, functional requirements, stakeholder work, reputation, levels of service, and unforeseen events.

The register and ongoing mitigations are discussed at each trustees meeting. Trustees continue to monitor compliance with the Charity Governance Code (Larger Charities). The trustees also commissioned a review of the governance of the charity in 2023 by Campbell Tickell, for more details see above.

6. Our plans for the future

In 2024, we'll continue our work with the Government, other national social care organisations and leaders to influence positive changes in the approach to adult social care in England. We'll continue to focus our national policy influencing on our three priorities for change: workforce, carers and early support, closer to home.

We'll be contributing to the development of the national workforce strategy for adult social care being developed by Skills for Care, and advocating for short-term investment to mitigate the current staffing crisis in social care and for fairer pay and conditions for people who work in care, which we'll need to turn around the crisis and make adult social care an attractive career for more people that's vital to achieving the care and support system envisaged in the roadmap.

We'll continue to work with carers organisations to advocate for better support for carers, including investment in more breaks for carers and making sure the new unpaid leave commitment makes a difference, with a long-term aim to change that to paid leave entitlement for everyone who cares for a relative and friend in future.

And we'll continue our work with colleagues in the NHS and others to advocate for a shift in resources from expensive acute or residential care to preventative care and support, available earlier to more people so that fewer get to crisis point and can continue to live in their own home, doing the things that matter to them.

Our Spring Survey will remain an important tool to evidence the challenges and opportunities ahead for adult social care, and how we can best improve the impact of care and support for people who rely on it to live the lives they want. The general election will be an opportunity for ADASS and other allies to advocate for the next Government, whatever the outcome of the election, to commit to long-term, sustainable investment in transforming adult social care in England.

We'll be implementing our communications and influencing strategy, which will include a redesign of our website to improve it as a resource and engagement tool with our members, supporters and people who have a stake in social care. We'll be working with allies to change the story about adult social care, so more people can see its scope, value and impact for individual families, communities and the whole country.

We'll also be completing and implementing the reviews of the way the charity works to improve ADASS's effectiveness, including simplifying and improving our governance, how we support our members and how we evidence and advocate for change in adult social care.

**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

FINANCIAL REVIEW

Financial position

The net movement in funds for the year generated by the Association's activities was a deficit of £250,179.

Total income for the year was £2,788,954 (2022: £2,165,748). Sponsorship received to support our charitable purposes was £297,500 (2022: £366,140). Membership subscription income decreased in the year to £397,613 (2022: £412,532). Grant and contract funding increased during the year from £812,494 in 2022 to £1,790,849 in 2023. This included funding from the Department of Health and Social Care to support our infrastructure, provide independent advice and ensure capacity to achieve shared objectives. A significant amount of this was sub-contracted to regions to support this work stream.

Membership remains very good value for local authorities; they may now have up to six members.

The Spring Seminar was again successful this year with a surplus of £20,739 (2022: surplus of £46,858) of income over expenditure. Our Leadership in Care Summit generated a surplus of £2,131 (not held in 2022). In addition our gifts in kind income in 2023 were valued at £61,640 (£41,200 in 2022).

The Association's total funds were £2,445,892 at 31 December 2023 compared to £2,696,071 at 31 December 2022. This included designated funds of £493,953 (£602,639 in 2022). No funds were restricted to specific purposes.

Reserves policy

The Trustees reviewed the reserves policy during the year in the light of the relevant guidance, historical reserves levels and future plans. The Association needs to maintain sufficient funds to cover any potential loss of income, to ensure sufficient short-term cash flow and to support an orderly winding up should the charity cease to trade. They decided to reduce the reserves level from approximately twelve months of expenditure (based on turnover during a year in which ADASS runs the NCAS conference) to six months. This equates to approximately £1,195,000.

The level of free reserves at 31 December 2023 was £1,950,925 (2022: £2,089,998) being general funds of £1,951,939 (2022: £2,093,432) minus the net book value of tangible fixed assets i.e. £1,014 (2022: £3,434). This is higher than the amount set out in our reserves policy, but is deemed to be reasonable in light of the recent revision of the policy, planned investments in capacity and the Association's workplan.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its constitution which was amended on 30 November 2023.

Key management personnel

The Trustees consider that they, together with the Joint Chief Executives and the Directors of Policy and Implementation, Policy and Analysis, Communications and Public Affairs and Governance and Resources comprised the key leadership and management of the charity in charge of directing, controlling, running and operating the charity on a day-to day- basis.

The Trustees are elected to their positions and do not receive any funding for the work that they undertake on behalf of the charity. The employing council of the President received £25,000 from the Association in recognition of the support received in the presidential year.

The Joint Chief Executives and the Director of Governance and Resources are each employed on a part-time basis. These posts, alongside the other Directors are remunerated on spot salaries decided by Trustees in consideration of the skills, knowledge and experience needed, benchmarking comparative roles and the labour market for such posts.

**The Association of Directors of Adult
Social Services (ADASS)**

**Report of the Trustees
for the Year Ended 31 December 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

299154

Principal address

18 Smith Square

London

SW1P 3HZ

Trustees

S McClinton

B Tarka

S Chandler (to 26.4.23)

I MacBeath

G Garrod (to 26.4.23)

J Ogley (to 13.3.23)

A Workman (to 28.7.23)

M Williams

C Baria

R Humphries

S McFarlane (appointed 27.9.23)

N Presmeg (appointed 26.4.23)

R Parry (appointed 26.3.23)

M Samuels (appointed 13.3.23)

Auditors

Bennewith 2018 Limited (Statutory Auditors)

Upper Ground Floor

18 Farnham Road

Guildford

Surrey

GU1 4XA

Acknowledgements

We value the support we received from our partners at our events and throughout the year. We would like to thank Access Group, Anthropos, Attenti, Brain in Hand, Channel 3 Consulting, Cordis Bright, EY, Flex 360 Ltd, iESE, Imperium Solutions, IMPOWER, Lilli, My Care My Home, Newton Europe, OLM and Pertemps Recruitment. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Report of the Trustees
for the Year Ended 31 December 2023

TRUSTEES' RESPONSIBILITY STATEMENT - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 5 April 2024 and signed on its behalf by:



.....
I MacBeath – Honorary Treasurer

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Opinion

We have audited the financial statements of The Association of Directors of Adult Social Services (ADASS) (the 'charity') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements;
or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined the most significant are those that relate to FRS 102.

We assessed the risks of material misstatement in respect of fraud as follows:

- Enquiries made of management and those charged with governance as well as the service organisation in relation to payroll services
- Analytical procedures were used to identify if there were any unusual or unexpected relationships
- Discussions with management to identify any fraud risk factors of related party relationships and transactions

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

Enquiries were made of management and those charged with governance. We corroborated our enquiries through the review of Board minutes and other papers provided. There was no contradictory evidence.

We considered the risk of fraud through management override and, in response, we incorporated testing of manual journal entries into our audit approach. We tested year end journals as well as journal entries throughout the year. There were no transactions identified outside the normal course of business.

Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud. We incorporated an element of unpredictability in the selection of the nature, timing, and extent of audit procedures.

Where transaction meeting risk criteria were identified, we carried out further work such as additional testing to source information.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of
The Association of Directors of Adult
Social Services (ADASS)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bennewith 2018 Limited (Statutory Auditors)
Upper Ground Floor
18 Farnham Road
Guildford
Surrey
GU1 4XA

A handwritten signature in black ink, appearing to read 'Bennewith & Co.', with a long horizontal flourish underneath.

Date: 5 April 2024

**The Association of Directors of Adult
Social Services (ADASS)**

**Statement of Financial Activities
for the Year Ended 31 December 2023**

	Notes	Unrestricted funds £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	61,707	-	61,707	41,327
Charitable activities					
Charitable activities	5	2,374,433	-	2,374,433	1,740,129
Other trading activities	3	297,500	-	297,500	366,140
Investment income	4	47,822	-	47,822	12,366
Other income		<u>7,492</u>	<u>-</u>	<u>7,492</u>	<u>5,786</u>
Total		<u>2,788,954</u>	<u>-</u>	<u>2,788,954</u>	<u>2,165,748</u>
EXPENDITURE ON					
Raising funds	6	132,606	-	132,606	123,897
Charitable activities					
Charitable activities	7	<u>2,906,527</u>	<u>-</u>	<u>2,906,527</u>	<u>1,965,344</u>
Total		<u>3,039,133</u>	<u>-</u>	<u>3,039,133</u>	<u>2,089,241</u>
NET INCOME/(EXPENDITURE)		(250,179)	-	(250,179)	76,507
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>2,696,071</u>	<u>-</u>	<u>2,696,071</u>	<u>2,619,564</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>2,445,892</u></u>	<u><u>-</u></u>	<u><u>2,445,892</u></u>	<u><u>2,696,071</u></u>

**The Association of Directors of Adult
Social Services (ADASS)**

Balance Sheet
31 December 2023

	Notes	Unrestricted funds £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
FIXED ASSETS					
Tangible assets	12	1,014	-	1,014	3,434
CURRENT ASSETS					
Debtors	13	836,726	-	836,726	766,314
Cash at bank		<u>2,327,108</u>	<u>-</u>	<u>2,327,108</u>	<u>2,646,660</u>
		3,163,834	-	3,163,834	3,412,974
CREDITORS					
Amounts falling due within one year	14	(718,956)	-	(718,956)	(720,337)
NET CURRENT ASSETS		<u>2,444,878</u>	<u>-</u>	<u>2,444,878</u>	<u>2,692,637</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,445,892</u>	<u>-</u>	<u>2,445,892</u>	<u>2,696,071</u>
NET ASSETS		<u>2,445,892</u>	<u>-</u>	<u>2,445,892</u>	<u>2,696,071</u>
FUNDS	15				
Unrestricted funds:					
General fund				1,951,939	2,093,432
Conference surplus fund				51,319	102,639
Innovation, transformation & strategic priorities fund				442,634	500,000
				<u>2,445,892</u>	<u>2,696,071</u>
TOTAL FUNDS				<u>2,445,892</u>	<u>2,696,071</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 5 April 2024 and were signed on its behalf by:



.....
I MacBeath – Honorary Treasurer

The notes form part of these financial statements

**The Association of Directors of Adult
Social Services (ADASS)**

**Cash Flow Statement
for the Year Ended 31 December 2023**

	Notes	31.12.23 £	31.12.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(319,552)</u>	<u>227,371</u>
Net cash (used in)/provided by operating activities		<u>(319,552)</u>	<u>227,371</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>-</u>	<u>(2,714)</u>
Net cash provided by/(used in) investing activities		<u>-</u>	<u>(2,714)</u>
		<u>-</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>(319,552)</u>	<u>224,657</u>
Cash and cash equivalents at the beginning of the reporting period		<u>2,646,660</u>	<u>2,422,003</u>
Cash and cash equivalents at the end of the reporting period		<u><u>2,327,108</u></u>	<u><u>2,646,660</u></u>

The notes form part of these financial statements

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Cash Flow Statement
for the Year Ended 31 December 2023**

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.23	31.12.22
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(250,179)	76,507
Adjustments for:		
Depreciation charges	2,420	4,640
Increase in debtors	(70,412)	(392,418)
(Decrease)/increase in creditors	(1,381)	538,642
Net cash (used in)/provided by operations	<u>(319,552)</u>	<u>227,371</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.23	Cash flow	At 31.12.23
	£	£	£
Net cash			
Cash at bank	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>
	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>
Total	<u>2,646,660</u>	<u>(319,552)</u>	<u>2,327,108</u>

The notes form part of these financial statements

**Notes to the Financial Statements
for the Year Ended 31 December 2023**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% on cost over the useful life.

Depreciation of an asset begins when it is brought into use.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

2. DONATIONS AND LEGACIES

	31.12.23	31.12.22
	£	£
Gifts	61,640	41,200
Donations	<u>67</u>	<u>127</u>
	<u>61,707</u>	<u>41,327</u>

3. OTHER TRADING ACTIVITIES

	31.12.23	31.12.22
	£	£
Sponsorships	<u>297,500</u>	<u>366,140</u>

4. INVESTMENT INCOME

	31.12.23	31.12.22
	£	£
Investment income	<u>47,822</u>	<u>12,366</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	31.12.23	31.12.22
	£	£
Conference and event surplus	185,971	515,103
Subscriptions	397,613	412,532
Contracts, grants, and service level agreements	<u>1,790,849</u>	<u>812,494</u>
	<u>2,374,433</u>	<u>1,740,129</u>

Contracts, grants, and service level agreements, included in the above, are as follows:

	31.12.23	31.12.22
	£	£
Department of Health and Social Care		
*Leadership and Expert Advice on Adult Social Care	-	125,267
*Leadership and Governance Advice on Adult Social Care	366,942	366,942
*Infrastructure & Regional SLI	1,253,365	-
Local Government Association	155,250	264,402
IMPACT	15,292	19,800
NE Regional Support	-	26,083
Skills for Care - Healthcare interventions	<u>-</u>	<u>10,000</u>
	<u>1,790,849</u>	<u>812,494</u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

6. RAISING FUNDS

	31.12.23	31.12.22
	£	£
Costs of raising sponsorship and donations	125,180	118,279
Other costs associated with raising funds	<u>7,426</u>	<u>5,618</u>
Note 8	<u>132,606</u>	<u>123,897</u>

All expenditure on raising funds was unrestricted in both the above years.

7. CHARITABLE ACTIVITIES COSTS

	31.12.23	31.12.22
	£	£
Special Projects		
*NE Regional Support	-	26,083
*LGA Assessment Tool	-	5,143
*LGA CHIP SLI	155,250	150,000
*LGA Winter Crisis Omicron	-	109,259
*Skills for Care - Healthcare interventions	-	10,000
*Impact	15,292	19,800
Support to ASC	1,436,500	325,000
Conferences & seminars	167,781	280,478
Sponsorship expenditure	12,897	15,056
Subscriptions	10,531	3,097
Conference distribution	-	81,110
Administration expenses	3,012	2,862
Bad debts	10,089	13,665
IT development costs	29,603	27,389
Professional fees	18,375	19,904
Staff travel, subsistence and accommodation	3,533	4,996
Support to the President	25,000	25,000
Irrecoverable VAT	30,533	63,790
Support costs (Note 8)	985,711	778,072
Depreciation	<u>2,420</u>	<u>4,640</u>
	<u>2,906,527</u>	<u>1,965,344</u>

The majority of the IT development costs relate to donated services in relation to website work provided by OLM Systems.

8. SUPPORT COSTS

	31.12.23	31.12.22
Staff costs	Office costs	Staff costs
		Office costs

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

8. SUPPORT COSTS - continued

	£	£	£	£	£	£
Costs of raising funds (Note 6)	125,180	7,426	132,606	118,279	5,618	123,897
Costs of charitable activities (Note 7)	<u>904,684</u>	<u>81,027</u>	<u>985,711</u>	<u>685,868</u>	<u>92,204</u>	<u>778,072</u>
	<u>1,029,864</u>	<u>88,453</u>	<u>1,118,317</u>	<u>804,147</u>	<u>97,822</u>	<u>901,969</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

ADASS Trustees have an active role as the face and voice of the organisation, including influencing policy and developing partner relationships nationally. Out of pocket expenses incurred performing this role are reimbursed to Trustees or paid for directly by ADASS on their behalf.

During the year, expenses totalling £6,191 (2022: £3,428) have been incurred in respect of three Trustees (2022: three). Expenses comprise hotel accommodation of £1,008 (2022: £434), travel of £250 (2022: £569), and subsistence and other expenses of £4,933 (2022: £2,425).

No Trustee received any remuneration in the year (2022: £nil) from the charity.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £523 (2022: £558) and provides cover of up to a maximum of £1 million (2022: £1 million).

10. STAFF COSTS

	31.12.23 £	31.12.22 £
Wages and salaries	906,956	909,304
Social security costs	97,057	104,730
Other pension costs	<u>70,902</u>	<u>50,485</u>
	<u>1,074,915</u>	<u>1,064,519</u>
	31.12.23 £	31.12.22 £
Subcontractor costs	106,998	69,415
Other staff costs	<u>18,492</u>	<u>7,846</u>
	<u>125,490</u>	<u>77,261</u>

The average monthly number of employees during the year was 13 (2022: 16).

The number of employees with emoluments greater than £60,000 (excluding employer's pension contributions) are as follows:

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

10. STAFF COSTS - continued

	31.12.23	31.12.22
£60,001 - £70,000	-	2
£70,001 - £80,000	1	1
£80,001 - £90,000	4	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-
£110,001-£120,000	-	1

The total remuneration (excluding employer's pension contributions) of the key management personnel for the year was £558,230 (2022: £307,788).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	41,327	-	41,327
Charitable activities			
Charitable activities	1,740,129	-	1,740,129
Other trading activities	366,140	-	366,140
Investment income	12,366	-	12,366
Other income	5,786	-	5,786
Total	<u>2,165,748</u>	<u>-</u>	<u>2,165,748</u>
EXPENDITURE ON			
Raising funds	123,897	-	123,897
Charitable activities			
Charitable activities	<u>1,965,344</u>	<u>-</u>	<u>1,965,344</u>
Total	<u>2,089,241</u>	<u>-</u>	<u>2,089,241</u>
NET INCOME	76,507	-	76,507
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>2,619,564</u>	<u>-</u>	<u>2,619,564</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>2,696,071</u></u>	<u><u>-</u></u>	<u><u>2,696,071</u></u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

12. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 January 2023	15,745
Disposals	<u>(5,754)</u>
At 31 December 2023	<u>9,991</u>
DEPRECIATION	
At 1 January 2023	12,311
Charge for year	2,420
Eliminated on disposal	<u>(5,754)</u>
At 31 December 2023	<u>8,977</u>
NET BOOK VALUE	
At 31 December 2023	<u>1,014</u>
At 31 December 2022	<u>3,434</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade debtors	786,783	320,784
Prepayments and accrued income	<u>49,943</u>	<u>445,530</u>
	<u>836,726</u>	<u>766,314</u>

**The Association of Directors of Adult
Social Services (ADASS)**

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2023**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade creditors	46,562	159,849
Taxation and social security	162,797	49,091
Other creditors	<u>509,597</u>	<u>511,397</u>
	<u>718,956</u>	<u>720,337</u>

15. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	2,093,432	(141,493)	1,951,939
Conference surplus fund	102,639	(51,320)	51,319
Innovation, transformation & strategic priorities fund	<u>500,000</u>	<u>(57,366)</u>	<u>442,634</u>
	<u>2,696,071</u>	<u>(250,179)</u>	<u>2,445,892</u>
TOTAL FUNDS	<u>2,696,071</u>	<u>(250,179)</u>	<u>2,445,892</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	2,788,954	(2,930,447)	(141,493)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	<u>-</u>	<u>(57,366)</u>	<u>(57,366)</u>
	<u>2,788,954</u>	<u>(3,039,133)</u>	<u>(250,179)</u>
TOTAL FUNDS	<u>2,788,954</u>	<u>(3,039,133)</u>	<u>(250,179)</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.22 £	Net movement in funds £	Transfers between funds £	At 31.12.22 £
Unrestricted funds				
General fund	2,619,564	76,507	(602,639)	2,093,432
Conference surplus fund	-	-	102,639	102,639
Innovation, transformation & strategic priorities fund	-	-	500,000	500,000
	<u>2,619,564</u>	<u>76,507</u>	<u>-</u>	<u>2,696,071</u>
TOTAL FUNDS	<u>2,619,564</u>	<u>76,507</u>	<u>-</u>	<u>2,696,071</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,165,748	(2,089,241)	76,507
	<u>2,165,748</u>	<u>(2,089,241)</u>	<u>76,507</u>
TOTAL FUNDS	<u>2,165,748</u>	<u>(2,089,241)</u>	<u>76,507</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.22 £	Net movement in funds £	Transfers between funds £	At 31.12.23 £
Unrestricted funds				
General fund	2,619,564	(64,986)	(602,639)	1,951,939
Conference surplus fund	-	(51,320)	102,639	51,319
Innovation, transformation & strategic priorities fund	-	(57,366)	500,000	442,634
	<u>2,619,564</u>	<u>(173,672)</u>	<u>-</u>	<u>2,445,892</u>
TOTAL FUNDS	<u>2,619,564</u>	<u>(173,672)</u>	<u>-</u>	<u>2,445,892</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,954,702	(5,019,688)	(64,986)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	-	(57,366)	(57,366)
	<u>4,954,702</u>	<u>(5,128,374)</u>	<u>(173,672)</u>
TOTAL FUNDS	<u>4,954,702</u>	<u>(5,128,374)</u>	<u>(173,672)</u>

16. RELATED PARTY DISCLOSURES

ADASS holds service level agreements with the Local Government Association (LGA) for office rental, information technology and the employment within the charity. The total amount charged to ADASS by the LGA during the year was £260,284 (2022: £278,044). The balance owed to the LGA at 31 December 2023 was £nil (2022: £nil).

During the year, ADASS made a contribution to the President's employer in recognition of the significant time required to perform the role within the charity. ADASS paid £25,000 (2022: £nil) to the London Borough of Haringey and £nil (2022: £25,000) to Royal Borough of Greenwich.

ADASS collaborated with Improvement and Development Agency for Local Government (IDeA) in Partners for Care and Health. IDeA provided staffing costs support totalling £192,750 (2022: £264,402). At 31 December 2023, £39,250 of the said amount has not yet been received (2022: £nil).

All Trustees are also members of ADASS with their respective local authorities meeting the cost of their subscriptions on an arms-length basis. Other transactions with Trustees are disclosed in note 8 to these financial statements.

There were no other related party transactions in the year requiring disclosure (2022: none).

**The Association of Directors of Adult
Social Services (ADASS)**

**Detailed Statement of Financial Activities
for the Year Ended 31 December 2023**

	31.12.23 £	31.12.22 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts	61,640	41,200
Donations	<u>67</u>	<u>127</u>
	61,707	41,327
Other trading activities		
Sponsorships	297,500	366,140
Investment income		
Investment income	47,822	12,366
Charitable activities		
Conference and event surplus	185,971	515,103
Subscriptions	397,613	412,532
Contracts, grants & agreements	<u>1,790,849</u>	<u>812,494</u>
	2,374,433	1,740,129
Other income		
Other income	<u>7,492</u>	<u>5,786</u>
Total incoming resources	2,788,954	2,165,748
EXPENDITURE		
Raising donations and legacies		
LGA Services SLA	4,624	3,784
Accommodation/Licence Costs	2,772	1,833
Wages	95,613	87,371
Social security	10,191	6,814
Pensions	7,445	11,402
Subcontractor costs	9,989	12,300
Recruitment expenses	1,546	268
Staff Training & Development	396	120
Eyecare Costs	-	5
Key Partnership Working Costs	<u>30</u>	<u>-</u>
	132,606	123,897

**The Association of Directors of Adult
Social Services (ADASS)**

**Detailed Statement of Financial Activities
for the Year Ended 31 December 2023**

	31.12.23 £	31.12.22 £
Raising donations and legacies		
Charitable activities		
Wages	811,343	821,934
Social security	86,866	93,328
Pensions	63,457	43,672
Insurance	1,327	1,333
Postage and stationery	1,349	724
Sundries	1,664	1,966
Subscriptions	10,531	3,097
Travelling expenses	3,533	4,996
Conference and Events Surplus	166,189	337,797
Accommodation/Licence Costs	23,628	24,567
LGA Services SLA	39,411	50,708
Support to President	25,000	25,000
Sponsored Events	12,897	15,056
Trustee Meeting Expenditure	212	1,182
VAT recharge	30,533	63,790
Distribution of Charitable Funds (Support to ASC)	1,436,500	325,000
Recruitment Expenses	13,179	5,084
Staff Training & Development	3,371	2,280
Eyecare Costs	-	90
Audit Fees	8,000	8,650
Accountancy Fees	2,000	2,260
Professional Fees	18,375	19,980
Bad Debt Write Off	3,139	911
Bad Debt Provision	6,950	12,754
Computer and Software	29,603	27,389
Subcontractor costs	97,009	57,115
Trustees' expenses	6,191	3,428
Bank charges	1,592	6,613
Key Partnership Working Costs	258	-
Computer equipment	2,420	4,640
	<u>2,906,527</u>	<u>1,965,344</u>
Total resources expended	<u>3,039,133</u>	<u>2,089,241</u>
Net (expenditure)/income	<u>(250,179)</u>	<u>76,507</u>