ADASS PRESIDENT'S TEAM HANDBOOK

Contents

This handbook aims to support an incoming ADASS Vice President, President and Immediate Past President (the President's team).

The first part of the handbook covers information that every ADASS Trustee needs to know, as a new Vice President may be new to being an ADASS Trustee.

The second part is specific to the President's team.

Part 1: ADASS Trustee

ADASS

ADASS is the membership charity for adult social care leaders in England.

We use our extensive national experience to influence policies and decision-makers to transform the lives of people drawing on and providing care – so that all of us needing care and support can live the lives we want regardless of age, disability, status and social background.

Our objectives include:

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

Membership

The membership is drawn from serving directors of adult social care employed by local authorities and their direct reports. Associate members are past directors and direct reports and, since 2019, our wider membership includes principal social workers. We're implementing the findings from the membership review of 2023 and have enhanced our support offer to members, including launching a new membership pack in April 2025 (essential reading for all members!) with comprehensive information about who we are and how we work.

Constitution

ADASS operates as a registered charity. The Constitution sets out the purpose, values and objectives of the association as well as the governance of the charity, which is current being updated to reflect the changes to our governance following the governance review of 2023) and a Code of Conduct..

Governance

The Board of Trustees control the management and administration of ADASS. They are responsible for appointing and appraisal of the Chief Executive who oversees the management and administration of the Association. The President role is one of the most senior representatives of the charity. The following role profiles have been created following a review of governance in 2023 and are reflected in the constitution, updated in April 2025.

Role profile summaries

(full role profiles are set out in ANNEX: TRUSTEE ROLE PROFILES)

1 Role profile summary: President

The President acts as the lead member within ADASS and is the lead spokesperson for the charity. Working closely with the chair, trustees, team and other key stakeholders, the President works to support ADASS in achieving its vision and objectives as set out in the Constitution. The President serves for 1 year and the expectation is that they will devote on average 2.5 days a week to the role. They report to the Chair of Trustees. See more detail in Part 2: President's team of the handbook and ANNEX: TRUSTEE ROLE PROFILES. There is £25,000 available to the President's local authority to support additional capacity, for example via acting up arrangements.

2 Role Profile: ADASS Chair

The Chair is the lead accountable officer for ADASS, ensuring that the charity meets all charitable governance requirements, is well led and delivers impact against its strategic objectives. The Chair is responsible for ensuring a cohesive board and providing support and challenge to the Chief Executive. With the other trustees and CEO, the Chair sets the strategic direction of the charity, ensuring that our operations are sustainable, that reserves are in line with policy, and that the organisation thrives over the long term. The role is for 3 years with potential to extend for a further 3 years with a time commitment of roughly 1 day a week. This role is voluntary, but expenses will be paid in line with the ADASS Expenses Policy.

3 Role Profile: Honorary Treasurer

Over and above a general range of trustee duties, the role of the Treasurer is as follows:

- Chair the Finance and Risk Committee
- Take the lead in ensuring ADASS is financially sustainable in the long term
- Ensure appropriate financial controls and procedures are in place
- Take the lead assurance role in terms of income generation, approving income generation strategy with the members of the Finance and Risk Committee
- Work with the Finance and Risk Committee to review and approve reserves policy, ensuring our reserves are in line with policy

Work with the Finance and Risk Committee to oversee the annual audit/accounts process.

4 Role Profile: Trustee

The trustee group are individually and collectively responsible for the overall governance of ADASS, ensuring that it meets all charitable governance requirements, is well led and delivers impact against its strategic objectives. Trustees must act in the best interests of the charity at all times and comply with the legal requirements associated with trusteeships. The Board collectively support the CEO to define the long-term strategy of the organisation, within a financially sustainable operating model. Trustees serve for 3 years with potential to extend for a further 3 years with a time commitment of roughly 0.5-1 day a week. This role is voluntary, but expenses will be paid in line with the ADASS Expenses Policy.

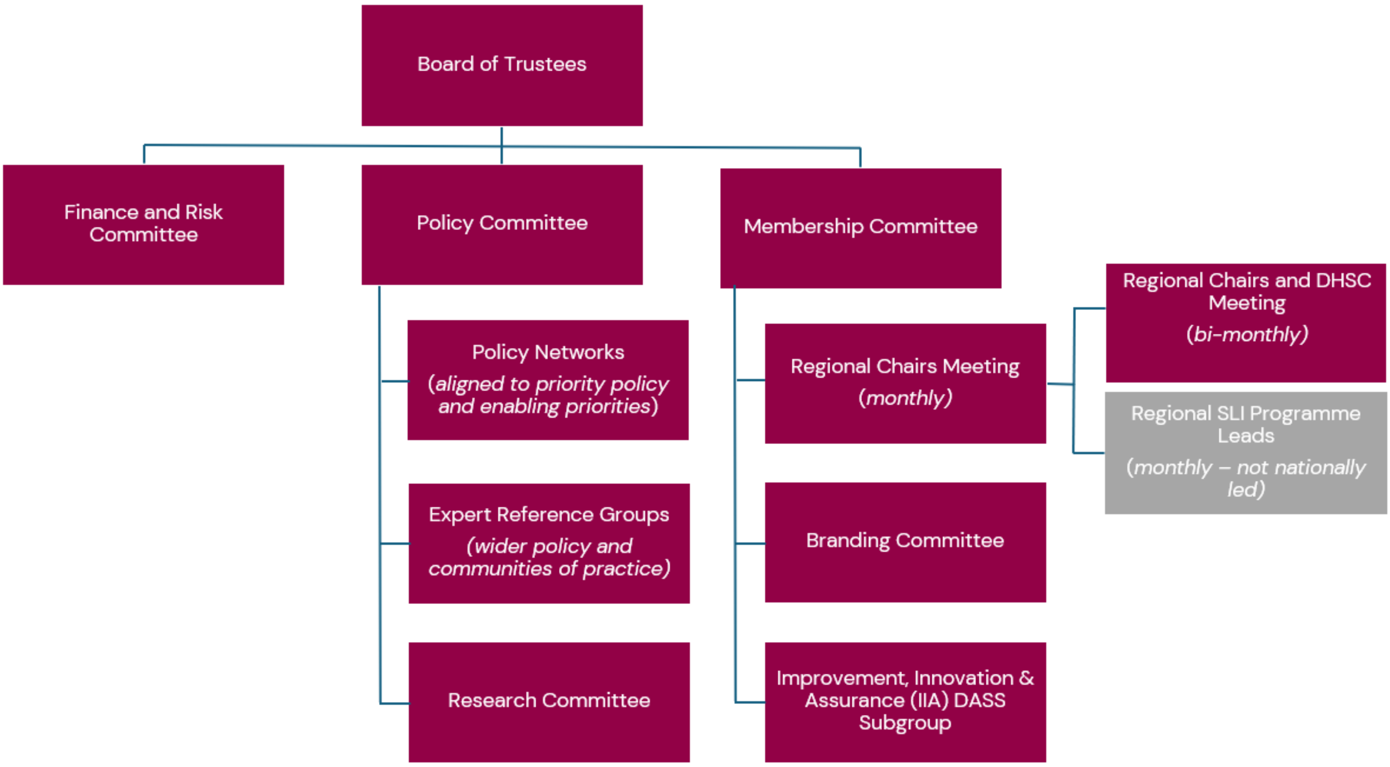
Regional structure

ADASS has nine regions: North West, North East, Yorkshire & Humber, East Midlands, West Midlands, East, South East, South West and London. DASSs meet as regional branches and each branch elects a Regional Chair. Branches also have a very small regional team (or a single regional lead) to develop and support work agreed by the branch. Regions vary in size, structure etc although there is a degree of commonality between them in the way they operate e.g. having policy networks etc. Regions have their own governance arrangements with their councils but their relationship with national ADASS while close is largely informal.

Following the membership review, we're working on closer relationships with the regions, improving governance ways of working between the regions and the ADASS central team.

Board and Committee Structure

As a registered charity, the President role sits alongside the Chair as one of the most senior representatives of the charity. The Board and Committee structure is set out below.



All regions are represented via the Policy Network Groups and Regional Chairs are linked to the membership committee. The monthly Regional Chairs meeting is part of the operational meeting structure, on the basis it provides advice and operational insights to the CEO, other trustees and leadership team.

The now abolished Executive Council operated until April 2025 as an advisory body, who had decision powers in the previous Constitution but did not act on them. It was decided at the AGM in April 2025 that the sole decision-making powers be transferred to the Board of Trustees.

ADASS shares relevant governance documents on a dedicated Sharepoint site, which is shared with you and your team by the EA.

Board of Trustees

Purpose	Overall governance of the charity, setting strategic direction, ensuring financial sustainability and coordinating the work of subcommittees.
Chair	Chair of Board of Trustees
Attendees	All trustees (voting members) Leadership Team of the central team (non-voting members) Other members/stakeholders by invitation (non-voting members)
Frequency	Quarterly

Relationship to other meetings:	This is the most senior meeting within ADASS but has a relationship with the subcommittees of the board. Reports to the meeting from the following, alongside other agreed agenda items: • CEO report, including performance against agreed plans and contract performance • President's report about relevant activities • Policy Committee Chairs report • Membership Committee Chairs report • Finance Committee Chairs report • Risk Register • Other reports relevant to agenda items

Formal Meetings Reporting to Committees:

See Governance documents for Terms of reference of Committees (also referred to as Subcommittees)

The following meetings are on the structure chart and report to subcommittees. The intention is to engage members as widely as possible in these meetings and generate a rich source of policy activity and wider information for use in achieving our strategic aims.

A Policy Networks

Purpose	There will be one Policy Network for each strategic priority and enabler. The purpose of the Policy Network is to: • Set the short-, medium- and long-term strategic aims for each area of policy • Set out the full policy position, with reference to the supporting evidence, as well as the economic case where possible • Ensure that policy positions are coproduced with those drawing on care and support • Set clear achievable targets in terms of influencing and communicating the policy position each year • Develop 'lines to take' for each policy area to facilitate clear and consistent communication across the membership • Identify relevant partners and allies who will support and promote the policy position • Consider how the policy relates to other areas of policy ADASS is working on • Recommend the policy position to the policy subcommittee of the board for final approval and addition to the website
Chair	To be agreed within the group
Attendees	1 representative from each ADASS region (9 total) 1 Associate member 1 PSW 1 person with lived experience and/or an organisation representing this group

	1 trustee
Frequency	As needed – minimum quarterly, maximum fortnightly
Relationship to other meetings:	The Policy Network is focused on a specific strategic aim and provides a written policy position to the Policy Committee for final agreement as the formal ADASS policy position. The chairs of the Policy Networks may wish to meet on a regular basis to share ideas and areas of work, but this is outside the formal governance structure.

B Expert reference groups

Purpose	The expert reference groups form part of the membership offer and are open to members with specific interest in the topic area to become involved. The themes of expert reference groups are not directly ADASS strategic priorities but contribute to the following aims: ➢ Sharing of best practice within the subject area between attendees ➢ Peer support around issues relating to the topic area ➢ Peer led problem solving where appropriate within the group ➢ Provide written input to relevant documents for ADASS, such as consultation response if they are relevant to the topic of the Community of Practice ➢ Development of informal positions on key issues which may subsequently be developed into full policy positions if our strategic priorities change ➢ Sharing of knowledge generated within the group to the ADASS website and wider members (facilitated by the executive where needed)
Chair	To be agreed within the group
Attendees	Open membership – based on interest in the topic area.
Frequency	As needed – minimum quarterly
Relationship to other meetings:	The expert reference groups operate as part of the membership offer and provide information and support to the wider membership and executive. There are no formal relationships to other meetings but the membership committee will track the work of expert reference groups to ensure knowledge is harnessed and shared appropriately across the organisation.

Also refer to the diagrams and chart of the policy network structure and policy cycle.

C2 Operational Internal Meeting Structure

The following meetings are essential to the smooth running of the organisation and support good communication. They are not, however, part of the formal governance structure of the charity, they sit alongside the board and committee structure.

There are regular meetings of the presidential team, committee chairs and trustees, also attended by the CEO and partly the Chair.

There are numerous additional meetings, both internal and externally, which will be mapped separately as part of a review of ways of working for the team. The meetings outlined below are the main internal meetings that form a routine part of the role of key trustees.

President's Team meeting -fortnightly - info sharing

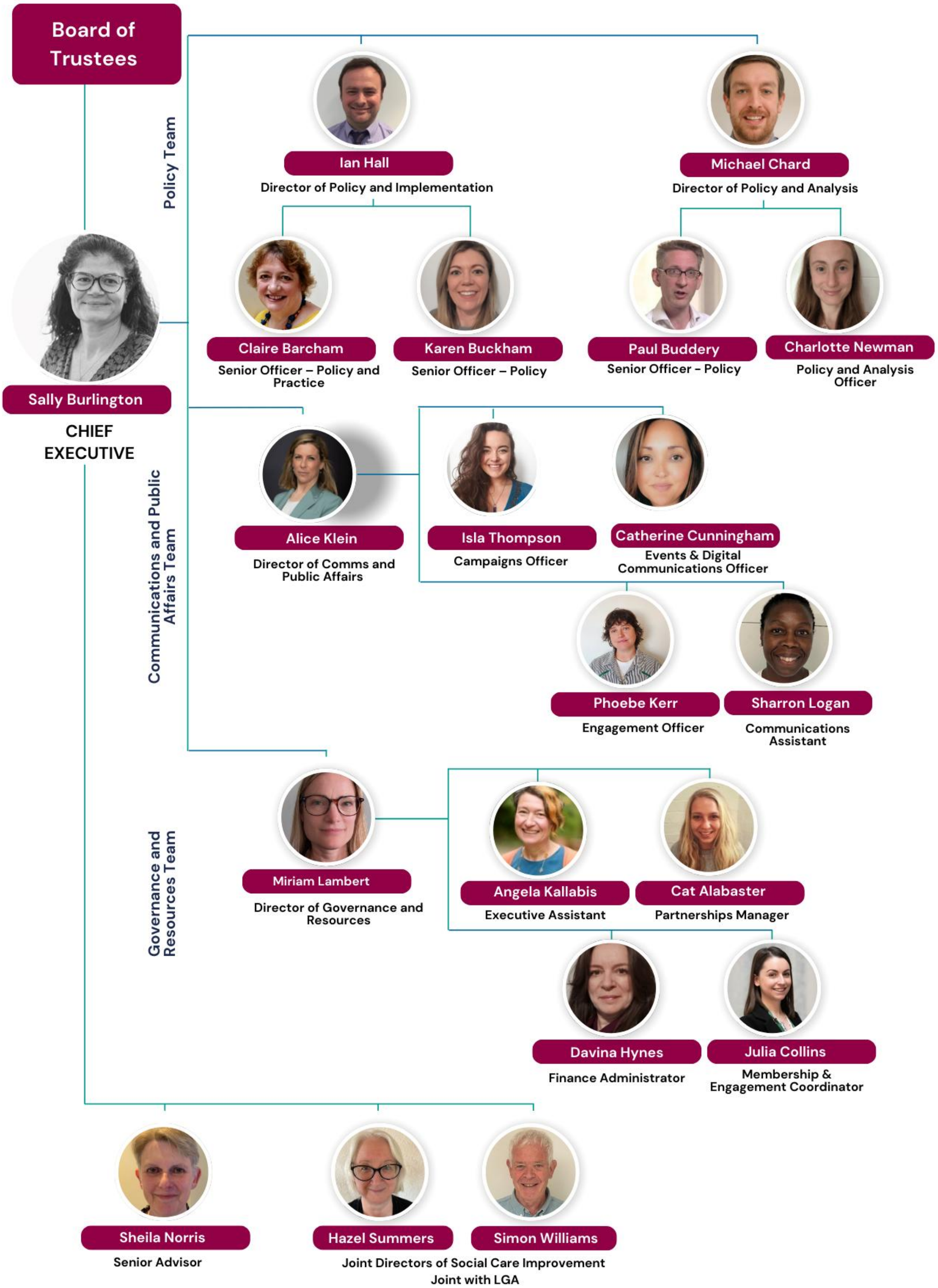
Pres, CEO and Commitee Chairs meeting - quarterly - info sharing & planning for committee meetings

Chair 121 with CEO - support and supervision - fortnightly

Regional Chairs meeting - monthly (advisory to trustees and CEO)

Leadership team meeting - weekly - CEO & Directors

A Executive team and staff team



B CE role summary

Reports to: Chair of ADASS, accountable to: ADASS Trustee Board and wider membership

The CEO sets the strategic priorities of the organisation, rooted in the long-term changes needed to advance social care. Alongside this the CEO leads on the annual planning cycle, oversees the approach to policy development, influencing and engagement across the sector and ensures our approaches deliver impact.

The CEO provides inspiring and inclusive leadership across the staff team, trustee group, membership and the wider sector, working collaboratively to amplify the voice of both members and those who draw on social care. Our work is rooted in a strong commitment to EEDI, social justice and co-production, and the CEO exemplifies this through their leadership.

The CEO is responsible for delivering a financially sustainable organisation through income generation, manages risk as well as compliance with charity governance, and oversees the staff team.

The full role profile is set out in Annex 1 below.

ADASS Funding

A link to the annual report and accounts can be found here. ADASS income derives from membership subscriptions, sponsorship, events, grants and contract funding.

Branding

Branding guidance has been developed for ADASS staff and members in relation to protecting our brand, sponsorship income and reputation, including decisions relating to hospitality, speaking at events and requests for ADASS to endorse publications and events. Branding is overseen by the Membership Committee and research by the Policy Committee.

The ADASS Year

A rough timetable of the main recurring events and tasks is below. Not all of these are fixed but the timetable reflects recent practice. The timetable does not include committee dates. Ad hoc events and calls on time will occur/need to be accommodated in addition to these. Suggested timetables for the President's team to prepare are included in a more detailed version of this timetable in part 2 of this handbook. The staff team will draw up project timetables.

Month	Event or Action
January	NY Honours. President sends letters to congratulate ASC recipients
	Provisional Local Government Finance Settlement Consultation submission
	Policy Day
	Potentially extraordinary Board meeting
February	Spring Budget Submission to HMT
March	Audit clearance meeting and sign off of accounts
	Annual report sent to all members
	End of ADASS financial year
April	Board meeting immediately prior to Spring Seminar, following Committee meetings
	Sign off accounts and Annual Report
	Spring Seminar – AGM, new Presidential year begins: inaugural speech
	Launch Spring Survey
May	President's Day (format dependent on President, within reason)
	Charity Commission annual return, membership renewals inc EEDI info
June	Publication of King's Birthday Honours list. President signs letters to congratulate ASC recipients
	Board and Committee meeting
	June/July are busy months for partners' conferences so will absorb time
July	Spring Survey published, President required for media activity inc interviews
	Parliament in recess from mid-month
Aug	Supposed to be quiet but never is!
Sept	Board and Committee meetings
	Party Conferences start end Sep
	Autumn Statement/spending review submission
	Seek VP nominations with deadline after the end of NCASC
Oct	Deadline for Charity Commission return if not sent earlier
	Autumn 'snap survey' publication (if conducting an Autumn Survey)
	Agree Christmas card
	Party Conferences
Nov	NCASC – media story, Presidential speech, General Meeting w/policy debate
	Board meeting (at NCASC), following Committee meetings
	Deadline for VP nominations and election if needed
Dec	LG Finance Settlement consultation published (provisional)
	Send Christmas card

	Should be December/January but often not: review of contracts, preparation for, sign off of tenders

Useful links at a glance

- Latest annual report and accounts
- Current delivery plan
- Constitution
- Strategic risk register
- Declaration of interests form
- Expenses policy
- Gifts register
- Committee terms of reference
- Branding guidelines
- Essential need to know for trustees (Charity Commission guidance)

Part 2: President's team

The President's team is the term we use for the President, Vice President (VP) and Immediate Past President (IPP). The President leads this team, and is the most senior spokesperson within it, but work can be delegated across the team based on availability, interest or experience. The President's team meets at regular intervals and works together towards the strategic aims of the charity. The President will also support the Vice President with their preparation for the presidency and ensure consistency of approach across the team. In becoming VP there is a 3-year commitment to being part of the President's team. The extent of that commitment before and after the Presidential year is for the individuals involved to negotiate and agree, though the 2.5 day a week commitment by the President themselves is a clear expectation of the role.

The Vice President works in line with the President's responsibilities, building their experience and exposure to key stakeholders over their VP year.

The Immediate Past President works as above, supporting the work of the President for a year after their Presidential year.

While there is no blueprint for how the team works, close communication and joint planning are clearly vital. The President's team meets regularly (fortnightly at current) to share information and plan how they work together and with committees, priority leads etc.

Planning calendar for President's team

The calendar below is an expanded version of the calendar in part 1 showing not only events and key points in the ADASS year but also some suggested timelines for the President's team to plan and prepare for these. The ADASS annual cycle starts after Spring Seminar (end of April) and we recently changed our financial year to match that (April-March).

These timelines are not set in stone: they will vary according to the preferences of the President's team and events in any particular year but should provide a starting point for consideration and preparation of project plans as needed. There will also be many calls on the team's time that are not shown here because they are ad hoc – eg Trustee elections and inductions, speeches, media appearances, income generation/ sponsor relationship activities, welcome correspondence to new Ministers, Select Committees etc.

Month	Event or Action	Planning, preparation and details
April	Board Meeting and Annual Report	Immediately before Spring Seminar Sign off accounts
	Spring Seminar	• New President is expected to give a speech to mark the start of their presidency – which gives a sense of them and sets out their priorities – and support from the Director of Comms is available • AGM • New Presidential year begins - and thanks to outgoing President and IPP (more detail on procedure in handbook)
	Annual report and delivery plan posted on website after AGM	fyi
	Spring Survey	Launched
	Plan President's day	President's day • Has included Trustees/ Trustees plus/ Executive and representatives of the President's council. Decision needed on who is invited; all in person or hybrid; roles and responsibilities

		• Purpose has been to review and confirm year ahead in relation to policy/ comms. Follows soon after Spring Seminar so may want to follow up some aspects • Check logistics and agree support for President from staff team
	Planning VP	Ensure new VP has key dates for meetings etc in diary Induct new VP's PA into schedules and when to keep space in diary for year ahead eg leave after Spring Seminar
May	President's Day	President's Day: Follow up actions agreed, outcomes shared. • Depending on chosen format, President will be expected to open, chair or deliver a speech at the event to talk about their particular area(s) of focus.
	Charity Commission annual return	Not directly involving President's team – but to be aware
	Review charity and trustee insurance policies ahead of July renewal	
	Membership renewal process and subscription invoicing	
	Review planning for conferences	Which and who is attending If attending national party conferences, apply for passes
	Spring Survey	Check on responses – reminders etc Ensure time in diaries for launch events like webinars, media interviews and follow ups
	Plan summer leave and cover	As for Easter above
	Consideration of whether to undertake an Autumn Survey	Purpose, resourcing, etc
	President's team planning	• Plan which meetings, events etc VP might attend/cover/shadow and when to begin to meet key stakeholders and which IPP might continue with/take on • Complete VP induction as Trustee (if not already) • Agree if there is a suitable subject area perhaps with set of meetings etc that the new VP feels strongly about and could be the ADASS representative that could be a valuable means to build relationships and further agreed objectives
	VP planning	Can begin discussion about spotlight areas for Pres year – will develop over months ahead
June	Publication of King's Birthday Honours list	President signs letters from staff team to congratulate ASC recipients
	Board meeting	Following Committee meetings
	Partners' conferences	Attendance as planned; can get busy in June/July

		Feedback on experience/value/follow up
July	Next VP - Planning	Agree the timetable for the VP election and go out with the request for nominations with closing date in mid-November
	Spring Survey published	Launch events Media etc Meetings with key stakeholders to talk about key messages and evidence
	Parliament in recess from mid-month	
Aug	Supposed to be quiet but never is!	
	Planning	Decision on Autumn Survey – yes or no, 'snap' or more extensive, focus
Sept	Board meeting	Following Committee meetings
	Party Conferences start end Sept	Clarity on messages, objectives etc Planned attendance and feedback, follow up
	Autumn Statement/spending review submission	Agree submission and any comms
	Reminder/seek VP nominations with deadline after the end of NCASC	
	Preparation for VP's Presidential year begins	• Work to develop any spotlight areas within priorities • Initial discussion of what President wants to achieve with view to weaving into speech/diary opportunities for their Pres year • Agree if VP has time to attend some more meetings with President to begin to build new relationships
Oct	Deadline for Charity Commission return if not sent earlier	fyi
	Autumn 'snap survey' publication (if taking place)	Agree key messages and media
	Agree Christmas card	
	Plan Christmas and NY leave and cover	As above, and mindful of winter pressures, NHS and market oversight issues etc that might need to be handled
	Planning for NCASC	Agree speeches, press notices, media etc for NCASC
	Party Conferences	Attendance as agreed and feedback/follow up
Nov	NCASC	Attending President's speech, chairing or taking part in panels or sessions if relevant Attending ADASS General Meeting
	Board meeting at NCASC	Following Committee meetings
	Confirm Christmas leave dates and cover to share	As above. Ensure President's team has list of cover in staff team and key partners, Regional Chairs etc

	with DHSC, DLUHC, CQC, LGA, NHSE	
	Plan Policy Day	Purpose is to take stock of policy/comms/ resources issues. Think about invitees in light of purpose.
	Planning for Spring Seminar	Planning • Headline speaker • Plan in prep time to develop and agree speech and press etc • Plan time off afterwards – esp new President • delegate invites, booking form, delegate fee decision etc
	Plan for year end and book auditors' meetings	fyi
Dec	LG Finance Settlement consultation published (provisional)	Response
	NCASC wash up meeting with LGA/ADCS	If ADASS year to organise next year then book in planning meetings for the year ahead. If ADASS year begin planning. Review venue booking arrangements (booked 2-3 years ahead)
	Policy priorities developed/refined. Delivery Plan and Annual report preparation underway	Policy Committee
	Invites for Policy Day	Policy Day – finalise arrangements in terms of attendees, agenda, objectives, roles and responsibilities. In person or hybrid? Agree pre reading to be sent out – eg draft business/delivery plan etc
	Send Christmas card	
	VP (incoming President)	Start diary planning for Presidential year – which days of week (2.5 in total is expectation) Discuss with Council how to use £25k support from ADASS to enable the President to undertake their responsibilities eg additional admin capacity
	Incoming VP	• Ensure dates of key meetings start getting added to calendar for VP year • Start to introduce PA into arrangements for VP year to come
January	NY Honours published	Team draft and President signs letters of congrats to ASC recipients
	Planning: Spring seminar	Spring seminar – planning and arrangements Staff team send out invite to AGM
	Policy Day	Review of priorities etc Follow up to finalise draft delivery plan so that this can be signed off and used to set staff objectives etc for year ahead, to guide approach to speaking engagements etc

	Provisional Local Government Finance Settlement	Consultation submission – drafted by staff team
	Annual report drafting	Drafting of annual report by staff team
	Incoming President induction (cont'd from pre Christmas)	Planning time, stakeholder intros etc May want staff team to arrange intros with some key journalists to start building relationships before President's speech at Spring Seminar
	Incoming Vice President induction begins	Some diary planning around time available as VP for ADASS work, key meetings etc Involvement in Spring Seminar planning etc and more immediately the Policy Day
	Review schedule of partner, conferences etc and who might attend – may be at start of their Presidential years (May) or annual conferences (usually summer)	• Staff team to advise on timing of NHS Confed/Expo, LGA, Nuffield, Kings Fund, ADCS, ADPH, ADEPT conferences, Presidential inauguration – who will attend from ADASS? • Occasionally invited also to ADSS Cymru and/or SWS – maybe approach if interested • Dates of national party conferences • Erratically also ADASS has had invites for 3 (+3 companions) people for Palace Garden parties. These have been offered to Trustees, Associates who have done a lot for ADASS for nothing and staff (especially those who don't normally get the limelight)
February	Spring Seminar: Planning and drafting	Spring Seminar • Presidential speech, launch material plus comms for Spring Seminar drafted • Agree focus and prep for meetings in margins with Ministers etc • Agree focus for AGM policy discussion
	Responses to auditors	Treasurer and Director of Resources lead
	Survey planning	First draft of Spring Survey questions from staff team
	Spring Budget Submission to HMT	Submission agreed and submitted
	Drafting annual report	fyi
	NCASC Planning	NCASC underway – more to do if ADASS is hosting
	Plan Easter cover	Agree what will be expected in covering leave eg sign off of media statements – important for incoming VP to be aware and for Pres team to know who in staff team will be covering policy and media
	President's team planning	Complete VP induction as Trustee (if not already)
March	Audit clearance meeting	Sign off of accounts
	Delivery plan	Agree and sign off
	Annual report	Approve draft annual report for previous year Annual report sent to all members 2 weeks ahead of AGM with agenda

	Spring Survey questions	Finalise. Agree and sign off questions and be assured on any accompanying guidance to ensure DASSs and teams will understand how to approach answering questions
	Incoming VP	Confirm dates of Trustee meetings (Board, Committees etc), President's team meetings etc
	End of ADASS financial year	fyi

Incoming Vice President (before VP year begins)

Once a VP has been elected it is for them and the President's team to think about whether and to what extent they start to get more involved in ADASS work once their VP year begins. They might also want to spend time getting to know other Trustees, policy leads and the staff team over this period.

An incoming VP may also want to start looking at their diary in terms of time they can give to ADASS work once they become VP. The ADASS Executive Assistant (EA), in collaboration with the President's or VP's PA, can share dates of President's team meetings, Committee meetings etc which may be helpful to have in the diary in good time before the start of the VP year (see below on support team).

If a VP has not previously been a Trustee it would be useful to complete a Trustee induction before becoming VP or very soon after their VP year begins.

Vice President

Planning

As above, if the incoming VP does not have experience either as a Trustee or of national ADASS work, it would be helpful to find some time for induction in both of these before or very soon after becoming VP.

As the year progresses and the VP is looking ahead towards their Presidential year, they should

- be aware there is a contribution of £25,000 to their host authority in their Presidential year. The VP will want to consider with their Council how they can best use this funding to support the time they need for being President (estimated as 2.5 days per week). The President and IPP can offer their advice. In the past the funding has been used for the purchase of IT equipment, payment of an honorarium to a PA, paid into general council funds. The Director of Resources can advise.
- The VP may need time to work out the extent to which they can commit themselves to ADASS work in the year leading up to their Presidency – the calendar may help in showing peaks and troughs (mainly peaks!) over the year. It can be helpful early in the year to decide with the President which areas of work the VP can usefully get more involved in to deepen their understanding of national work, prepare them for the President's role and build relationships with key stakeholders.
- Also by late Autumn it would be helpful for the VP's PA to meet the President's PA and the Chief Executive's Executive Assistant so that they are aware of expectations of core meetings, eg of Board, key committees etc so that time can be scheduled in diaries. It would be sensible to ensure VP/Pres has time set aside in diary for ADASS days and arrange a more detailed handover nearer the time of taking over the Presidency. The CE's EA leads on scheduling meetings for the VP (and then President) but will share that responsibility with ADASS staff and the VP/President's PAs. The ADASS staff team is responsible for organising all trustee meetings, including those for the Board and Committees.
- The VP's PA will also want to discuss with the VP how they organise their diary to allow time for ADASS work.

Spotlight areas of ADASS priorities

- During the year the VP will want to start thinking about how they want to make an impact on the organisational priorities in their Presidential year perhaps by 'spotlighting' some aspects. They will develop these in discussion with the President's team and the staff team. These conversations can start at the beginning of the VP's year or when it is underway. It would however be advisable to have reached some conclusions at least 4 months before the Presidential year begins (ie by end November in the VP year). This allows time to prepare for the Presidential year and plan which speaking opportunities to pursue, invitations to accept etc.

Media, comms and President's speech at Spring Seminar

- The comms team will be able to start looking for opportunities for the VP to build relationships with key journalists/outlets based on their areas of interest and location, draft thought leadership pieces or think about media opportunities that the President is not able to do, when appropriate.
- Shortly before becoming President, the Director of Communications will ask the VP for a meeting to discuss media and comms approach including any training that may be required.
- Preparation for Presidential speech at Spring Seminar: experience suggests that working on this and agreeing key messages early is strongly advised. Settling this in Jan and Feb will allow time for the staff team to prepare press statements, schedule interviews etc and think about presentation with the President's team well before the event. Ideally the speech would be drafted 6-8 weeks in advance of Spring Seminar so the VP can be familiar with this. The Director of Communications can provide as much or as little support on speechwriting as required.
- Ensure that a few days off are scheduled in the diary to follow Spring Seminar – they will be needed!

Handover to new President at Spring Seminar

- Formally the handover from one President to another happens at the end of the AGM. The CE will share a draft agenda weeks before the seminar so that the process is clear.
- There is a chain of office for the President. There is no established process for passing this to the new President, but sometimes this is at the time the President makes their speech or at the dinner in the evening. This is something the outgoing and incoming President can agree with the CE before the seminar so that there are no surprises or mishaps!

President

ADASS Events

Events such as the Spring seminar and NCASC will be fixed a long time in advance, though of course the President and their team will shape the agenda. NCASC in November is run in partnership with LGA and ADCS (taking turns to lead the organisation). The Spring Seminar in April is the main annual event for members and the AGM marks the beginning of the new President's year in office. At both events, the President will be expected to give an opening speech, at Spring Seminar it is about their background and approach to the role whereas at NCASC the audience is wider than the membership so the content is more a 'state of the nation' on adult social care. Speeches will be shared under embargo with media.

In addition there is usually a Policy Day and the President's Day, and there may be other regular events in future. All will have a significant lead in time in order to secure venues (assuming they are in person events) and external speakers.

- Policy Day – held in January to revisit and review priorities for the year ahead
- President's Day – held in May/June and an opportunity for the President and their team to plan ahead with colleagues (invitees to be decided by the President) and focus on delivery of priorities, as well as involve their council's colleagues in their work

Outside the formal agenda at these events there will be opportunities and requests for time from the President to speak/meet/attend meetings/dinners etc held by partners and commercial organisations. It will be helpful for the President's team to agree a strategy for these well in advance so that the approach to accepting or not is driven by organisational priorities and is in accordance with branding guidelines, charitable objectives etc. Any invitations to dinners etc will need to be recorded in the hospitality register. A blanket rejection of invitations may be easy to implement but may not be in the best interests of ADASS in terms of networking opportunities etc – however if some are accepted and not others there will need to be careful consideration of fairness and how this will be perceived (and see below on events).

ADASS meetings

These include Board, Committee, President's team meetings (currently monthly), President's attendance at one of each region's branch meetings and many others – regular, time-limited and ad hoc.

In terms of Committees, the President and VP attend both the membership and policy committees as part of their role. It is highly likely that each will have to miss an occasional meeting due to other commitments for ADASS or their Council, so planning well in advance is needed to ensure one or other (or the IPP) can attend and there is clarity on what needs to be shared at the meetings etc, what steer the President wants to give etc.

Events and meetings to which ADASS President is invited

There will be invitations to attend/speak at events and many meetings or groups. These can quickly flood the diary and need careful consideration against some determining criteria.

Our branding guidelines state: invitations will be considered on the basis of the following criteria. The response will reflect whether the invitation is:

a. a request to speak at an event at which it is important for ADASS to speak for influencing/profile purposes.
b. a request from one of our key partners where we would expect they would reciprocate.
c. a request to speak at other events.

ADASS would not seek to charge for speaking at events in category a or b but would for speaking at events in category c. More detail can be found in the branding guidelines. Clearly there is a judgement to be made in terms of whether an event or invitation falls into a, b or c, and the relationship with the organisation – now and for the future. For example, an organisation that may fall under category c may offer networking chances that could yield resourcing opportunities in future and might make these worth waiving fees.

The comms team try to manage all speaking invitations that arrive and can advise on accepting, but meeting invitations inevitably arrive from many sources – frequently through policy team colleagues or direct to the President – and need to be referred to them. In addition the comms team will increasingly be looking proactively at securing opportunities to attend or speak at events and meetings that might help to increase ADASS influence on our priorities with key stakeholders and at thought leadership events.

Considerations on whether to accept might be:

- Precedent – has the President routinely attended/spoken at the event/meeting in the past? Why? Are the hosts key partners? But equally is it serving a useful purpose for ADASS? If it is, have we got the attendees right? And will there be reputational etc consequences if this is not attended or is delegated? How can they be managed?
- If a meeting/event is attended with one organisation, will similar ones be affronted if they do not attract similar attendance eg provider representative organisations;
- Stakeholder management - eg seniority and significance of who the meeting is with in terms of importance of strong future relationships with ADASS, opportunities to build relationships etc
- Influence on decision-making and opinions relating to priorities – this should be a key focus and will mean proactively pursuing opportunities rather than reacting to what invitation is received. Sometimes a meeting/event may become more important than in the past if it is likely to be an opportunity to further priorities and objectives. Equally, some meetings that the President's team have been attending may not be advancing ADASS's agenda at all and could be dropped or at least delegated (see below).

- Who should attend? Useful to attend but the President or their team may not be the most appropriate ADASS representative – could be CE, a Priority Lead, Director from staff team, DASS etc
- Who else is invited/attending? Some invitations are sent to numerous ADASS members or staff and it is worth checking who else is attending before accepting an invitation.
- Is it a key partner organisation with whom we have a reciprocal relationship?
- If this is a commercial organisation payment for attendance/speaking would be appropriate. Should that be different if the organisation is a sponsor?
- How much preparation is needed and is the staff team able to meet the demands of preparing? Eg if this is a new area for ADASS or there are numerous speeches/ briefings needed in a short period.

Meet all ADASS branches – it might be useful to set up a system well in advance so all can be scheduled and no branch feels it has not been met for a long period. One possibility would be to agree that each branch has its own month for its visit/meeting (avoiding April - Spring Seminar – August and December for obvious reasons) each year that fits its branch meeting calendar. Whichever approach, planning these can be a significant task for PAs, so the earlier the better. If the President is attending in person this may require a whole day, depending on geography.

Comms and Media

At the start of the President's term, (or earlier if preferred) it is useful to meet with the Director of Comms to let them know the level of media training already undertaken and comfort levels carrying out certain types of media – for example local radio through to an informed newspaper journalist to a national broadcaster. If the President would like more training or a refresher, the comms team will be able to arrange this (and may deliver it themselves).

The incoming President may want to meet and start to build relationships with some trusted journalists in advance of their Presidential year. The President can inform the comms team on what relationships they have with any journalists, locally or nationally. The comms team can walk the new President through some key outlets and journalists they are likely to encounter.

The comms team will advise on invitations and on pursuing opportunities proactively. Clearly there will be predictable points in the year when delivering quotes, opinion pieces and news interviews are likely, eg around the publication of the Spring Survey. However, there will also be 'reactive' (aka spontaneous) requests owing to things like investigations, breaking news, elections being called etc.

The President is the figurehead of ADASS and quotes ideally go in their name as per our sign off protocol. During pre-election periods or on sensitive issues, it may be preferable to move the spotlight away from the President and use the CE instead – so this can be decided on a case-by-case basis. The sign-off process is relevant Policy Director and Director of Comms, then CE if it's a new or controversial issue followed by President – or straight from Directors to President if it's a tried-and-tested policy area. Sometimes, quotes will need to be signed off by the President via whatsapp is out of normal working hours.

Priorities/spotlights

ADASS priorities reviewed and agreed at Policy Day each year are guided by the Policy Committee. Recently the President has wanted to highlight some aspects of these as a particular focus for their year. This is not a requirement of the President but may be something they wish to continue. If that is the case some thinking about this in the VP year is helpful so that the staff team can start planning for these at least 3/4 months before the Presidential year begins.

Working with the ADASS national team

The structure chart in part 1 shows the national ADASS team. The CE's role is also set out above. The President will want to have regular 1 to 1 meetings with the Chief Executive and to have strong relationships with the Directors and other members of the staff team. The President and CE will need to discuss and agree how they – and the staff team - will work together to pursue agreed ADASS priorities, eg it is helpful to agree how many speaking engagements are accepted each month if these require a speech, briefing etc by the team, to ensure the workload is manageable; what the expectations are around supporting the President's Day etc.

For ADASS events the national team will have experience of how these have been organised in the past and can advise the President as well as to agree how to meet any priorities or wishes of the President.

It is very helpful to let the staff team know the President's leave plans as far in advance as possible so they can arrange cover for events, meetings, etc.

The support team

The ADASS' EA leads on planning all Board, Committee and other governance meetings, as well as recurring meetings of the president's team with stakeholders. Colleagues from the policy and comms teams organise meetings with politicians, sector stakeholders and the media. All those involved in organising meetings will get together in good time, usually before the President / VP begin their roles, to agree who does what and how they want to work together.

ANNEX: TRUSTEE ROLE PROFILES

Role Profile: President

President role summary

The President acts as the lead member within ADASS and is the lead spokesperson for the charity. Working closely with the chair, trustees, team and other key stakeholders, the President works to support ADASS in achieving its vision, as set out in the Time to Act Roadmap for Social Care in England.

Role Duration:	1 year
Accountable to:	Chair of Trustees (and membership)
Time Commitment:	Average of 2.5 days per week
Resourcing Support:	£25,000 to LA to support additional capacity, for example via acting up arrangements.

Key Accountabilities

- Ambassadorial – The President acts as the lead spokesperson for ADASS across numerous stakeholders and the media. The President will lead on the communication of ADASS's policy positions and advocate for social care in appropriate media outlets, with support from the executive around preparation, media training and administrative support. This will include public speaking engagements at conferences and events, radio, television and print media, as well as meetings with key stakeholders.
- Influencing – The President is the most senior representative of ADASS's policy positions, which are connected to agreed strategic priorities. Policy positions and lines to take are developed by the policy network groups, with the support of the team and approved by the Policy Committee. The President supports our engagement with high impact stakeholders to effect change in our key policy areas. The President attends key meetings and events, both online and in person, to advocate for our policy positions and drive positive outcomes in social care.
- Best Practice – The President has the opportunity to highlight areas of best practice across members, via speaking engagements, and in engaging with key stakeholders. Highlighting and sharing ideas and innovative solutions to complex problems is a key priority for ADASS as a way of working towards continued improvement in outcomes for those who draw on social care. This will include a commitment to key underpinning principles such as coproduction, equality and diversity and the use of technology.
- Policy Development – Policy development is overseen by Policy Working Groups and the Leadership Team. The President will play an active role in supporting the work of these groups and the development of clear policy positions and lines to take, aligned to our strategic priorities. The President chairs the Policy Committee of the Board, which approves all policy positions for ADASS, ensuring that they are relevant, coherent and focused.
- Managing President's Team – The President's Team consists of the Vice President, President and Immediate Past President. The President leads this team, and is the most senior spokesperson within it, but work can be delegated across the team based on availability, interest or experience. The President's team will meet at regular intervals and work together towards the strategic aims of the charity. The President will also support the Vice President with their preparation for the Presidency and ensure consistency of approach across the team.

- Development – the President will engage in and support the wider development of ADASS as an organisation along with the rest of the board of trustees, to ensure that we adapt to the changing social, economic and political climate as needed.
- Assurance – The President takes on the legal accountabilities of a trusteeship, ensuring that they act in the best interests of the charity at all times and remain focused on the long-term sustainability of the organisation, acting in accordance with the Charity Governance Code. See the generic trustee role profile for further detail on this work.
- Relationship Management – the President will develop positive working relationships with the membership, with the executive, with other trustees and with key external stakeholders in order to promote ADASS's policy positions, listen and engage in debate around social care issues, and ensure ADASS remains relevant, strategic and impactful.
- In addition to the above responsibilities, the President also acts as a trustee of ADASS, and in doing so delivers against the requirements outlined in the general trustee role profile.

Note: It is a requirement of the role that the President is a current DASS in England.

Desirable Experience

- The President must be able to commit a minimum of 2.5 days a week to the role.
- It is desirable that the President has some level of experience in public speaking and media engagement.
- It is desirable that the President has either good knowledge or experience of charity trusteeship and understands the legal and ethical obligations of the trustee role.
- It is desirable that the President has a working knowledge of influencing key stakeholders like senior civil servants, Ministers and CEOs of associated charities and membership bodies.

Essential Skills

- Excellent communications skills with varied audiences, including the ability to communicate complex issues clearly in a way the public can relate to
- Ability to manage competing priorities in managing the Presidency alongside a 'day job' as a DASS.
- Strong skills around strategic thinking, horizon scanning and policy making.
- Deep understanding of social care achieved through experience of working in the field as a director.
- Great team player with the ability to engage both the Presidents team and wider audiences in the priorities of the charity and create a positive and inclusive culture around ADASS and its membership.
- An inclusive leadership style including the ability to advocate for ADASS with a wide range of audiences.
- A commitment to and experience of working with equality and diversity issues.
- A thorough understanding of social care issues, and how our influencing work can cut through complexity to improve outcomes for those who draw on social care.
- A commitment to coproduction and building allies to support the work of ADASS and improve outcomes in social care.

Role Profile: ADASS CEO

Reports to: Chair of ADASS, accountable to: ADASS Trustee Board and wider membership

1. Job purpose

The CEO sets the strategic priorities of the organisation, rooted in the long-term changes needed to advance social care. Alongside this the CEO leads on the annual planning cycle, oversees our approach to policy development, influencing and engagement across the sector and ensures our approaches deliver impact.

The CEO provides inspiring and inclusive leadership across the staff team, trustee group, membership and the wider sector, working collaboratively to amplify the voice of both members and those who draw on social care. Our work is rooted in a strong commitment to EDI, social justice and coproduction, and the CEO exemplifies this through their leadership.

The CEO is responsible for delivering a financial sustainable organisation through income generation, manages risk as well as compliance with charity governance, and oversees the staff team.

2. Responsibilities

Strategy and Planning

- Develop our long-term strategic plan with clearly identified deliverables, using a convening approach that takes into account the views of broad ranging stakeholders
- Ensure our strategic plans are informed by our core principles around equality and diversity, coproduction, social justice and accessibility, and that the plans will deliver meaningful change
- Develop an annual delivery plan in collaboration with the staff team and trustees, that sets out our annual activities towards delivery of the overarching strategic plan.
- Monitor and share progress towards the delivery of both annual and longer-term strategic plans, adapting as required in response to wider political, social or economic changes
- Ensure our communication plans are in line with strategic objectives and that we have strong engagement with media alongside an effective public affairs function.
- Ensure our strategic communications plan raises awareness of the breadth and importance of social care with the public.
- Ensure credibility and impact at national and local government levels and with partners and stakeholders, through an externally facing approach
-

Act as a spokesperson for ADASS when needed and support the President's team to amplify our voice and spotlight key areas connected to our longer term strategic plans

Ensure that both the CEO and staff team support the President and their team to ensure they have a successful tenure and support the President to maximise their influence.

Organisational Governance:

- Ensure ADASS is a financially sustainable organisation through long term financial planning and income generation activities.
- Use a dynamic approach towards the identification, management and mitigation of risk
- Ensure strong performance against contracts and maintain positive relationships with contractual funders.
- Oversee all aspects of compliance and high-quality internal administration of the organisation, including planning, reporting and liaising around board and committee meetings.
- Maintain the staff team and recruit, lead and manage staff to maximise performance, sustain high morale and support the organisation, alongside members and partners, in the delivery of its objectives.
- Ensure ADASS is fully compliant as an organisation, overseeing all activities relating to this.

Policy and Influencing:

- Oversee the development of a policy making process that delivers clear and published policy positions, linked to our long-term strategy. They will be evidence based and coproduced with the trustees, wider membership and those who draw on social care.
- Develop programmes of work against the policy positions with a view to impacting long term policy change in the sector, including the sharing of positions across the membership, encouraging them to advocate for the positions we take.
- Develop a clear and shared influencing strategy across government and the wider social care sector to support the above, in consultation with trustees and Presidents team.
- Develop positive stakeholder relationships and partnerships that further our strategic and policy goals, focused on achieving influence and impact.
- Share best practice from across our membership, bringing a solution focused approach to the challenges faced in social care.

Membership Services:

- Ensure that ADASS has a rich and diverse membership offer that is informed by member needs and represented good value for money.
- Engage extensively with members to promote the wider work of ADASS and understand member perspectives and needs
- Ensure we have a broad and engaging events programme for members, combining in person and online events that provide opportunities for knowledge sharing, professional development and mutual support.
- Engage with regional chairs and teams taking a local to national approach that reflects the strength of our regional footprint

Role Profile: ADASS Chair

Updated with version approved by the Board on 07/07/2025

Chair role summary

The Chair is the lead accountable Trustee for ADASS, working closely with the CEO and President to offer shared leadership to the charity, ensuring that it meets all charitable governance requirements, is well led and delivers impact against its strategic objectives. The Chair is responsible for ensuring a cohesive board and providing support and challenge to the Chief Executive. With the other trustees and CEO, the Chair sets the strategic direction of the charity, ensuring that our operations are sustainable, that reserves are in line with policy, and that the organisation thrives over the long term.

Role Duration:	3 years with potential to extend for 3 years
Accountable to:	Board of Trustees
Time Commitment:	Average of 3-4 days per month
Resourcing Support:	This role is voluntary, but expenses will be paid in line with the ADASS Expenses Policy

Key Accountabilities

- With the CEO and President, providing shared leadership to ADASS and the board by ensuring that everyone remains focused on the delivery of the organisation's charitable purposes in order to provide greater impact
- Overseeing agenda setting for board meetings, chairing board meetings, facilitating debate on key topics, ensuring that minutes are accurate and that actions are captured and followed up.
- The Chair will bring impartiality and objectivity to decision-making
- The Chair oversees planning the annual cycle of board meetings and other key meetings, for example annual general meeting, working closely with the Chief Executive
- The Chair will consider board development, including induction for new trustees, training, appraisal and succession planning
- Where needed, the Chair will address disagreement within the board and/or organisation and liaise with the chief executive as appropriate to resolve this.
- The Chair will liaise with the chief executive to keep an overview of the organisation's affairs and to provide support as appropriate.
- The Chair provides line management support and appraisal to the Chief Executive
- The Chair will engage in and support the wider development of ADASS as an organisation along with the rest of the board of trustees, to ensure that we adapt to the changing social, economic and political climate as needed.
- The Chair will support good relationship management, both internally and externally, and act as a spokesperson for ADASS as required, although this will tend to defer to other Trustees on matters of policy.

In addition, the following general trustee accountabilities apply:

- Ensure that ADASS complies with its governing documents, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation applies its resources exclusively in pursuance of its charitable objects for the benefit of the public.

- Ensuring that the organisation defines its goals and evaluates performance against agreed targets.
- Safeguarding the good name, reputation and values of the organisation
- Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- Ensuring the financial stability of the organisation
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive
- Contribute to strong and sound decision making in the best interests of ADASS and use individual skills and knowledge to provide support and guidance to the trustee group and executives.
- Leading the process of supporting and appraising the performance of the chief executive
- Engage in and support the wider development of ADASS as an organisation along with the rest of the board of trustees, to ensure that we adapt to the changing social, economic and political climate as needed.
- Trustees will support good relationship management, both internally and externally, and act as a spokesperson for ADASS as required.

Essential Experience

- It is a requirement of the role that the Chair is a current member of ADASS and is either serving or has served as a Director of Adult Social Services.
- The Chair must be able to commit the required time to the role.
- It is desirable that the Chair has a thorough understanding of charity governance and has served as a trustee on charity boards.
- It is essential that the Chair is conversant with the legal obligations of the role, as well as the Charity Governance Code and best practice in relation to running charitable organisations.

Essential Skills

- Experience of chairing committees and working with trustees or Board members to achieve positive delivery and financial results.
- A collaborative style of working that recognises the critical relationship with the CEO and President in delivering shared leadership to the charity.
- Strong strategic thinking and horizon scanning skills
- An understanding of membership organisations and a commitment to a rich and diverse member offer.
- Ability to deliver a financially sustainable organisation through a collegiate approach to financial planning.
- Sound financial acumen and a focus on the financial sustainability of the charity.
- Understanding of social care achieved through experience of working in the field as a director.
- An inclusive leadership style including the ability to advocate for ADASS with a wide range of audiences.
- A commitment to and experience of working with equality and diversity issues.
- A thorough understanding of social care issues, and how our influencing work can cut through complexity to improve outcomes for those who draw on social care

- Excellent communications skills with varied audiences, including the ability to communicate complex issues clearly in a way the public can relate to
- A commitment to coproduction and building allies to support the work of ADASS and improve outcomes in social care.

Role Profile: Honorary Treasurer

Honorary treasurer/Trustee role summary

The trustee group are individually and collectively responsible for the overall governance of ADASS, ensuring that it meets all charitable governance requirements, is well led and delivers impact against its strategic objectives. Trustees must act in the best interests of the charity at all times and comply with the legal requirements associates with trusteeships. The board collectively support the CEO to define the long term strategy of the organisation, within a financially sustainable operating model.

In addition to the above, the Honorary Treasurer takes the lead on organisational financial planning and sustainability, as well as the management of risk, chairing the Finance and Risk Committee and reporting to the board on all aspects of our financial performance and compliance.

Role Duration:	3 years with potential to extend for 3 years
Reporting to:	Chair of Trustees (informal reporting arrangement)
Time Commitment:	Average of 0.5 -1 day per week
Resourcing Support:	This role is voluntary, but expenses will be paid in line with the ADASS Expenses Policy

Key Accountabilities

Over and above a general range of trustee duties, the role of the Treasurer is as follows:

- Chair the Finance and Risk Committee, facilitating debate, discussion and decision making as appropriate.
- Take the lead in ensuring ADASS is financially sustainable in the long term, working with the Chief Executive and Director of Governance to produce long term financial forecasts and planning
- Ensure appropriate financial controls and procedures are in place throughout the organisation.
- Take the lead assurance role in terms of income generation, approving income generation strategy, targets and performance with the members of the Finance and Risk Committee
- Work with the Finance and risk Committee to review and approve reserves policy, ensuring our reserves are in line with policy.
- Work with the Finance and Risk Committee to oversee the annual audit/accounts process and liaise with auditors as appropriate.
- Via the Finance and risk committee, oversee ADASS's contracts and performance against contracts, ensuring they represent good value for money and that issues relating to conflict of interest are carefully managed.
- Via the finance and risk committee, oversee ADASS's organisational policy framework, reviewing at regular intervals and ensuring they are implemented effectively.
- The Honorary Treasurer will take the lead on the identification and management of risk, overseeing our policy and approach to this as an organisation.

In addition, the following general trustee accountabilities apply:

- Ensure that ADASS complies with its governing documents, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation applies its resources exclusively in pursuance of its charitable objects for the benefit of the public.
- Ensuring that the organisation defines its goals and evaluates performance against agreed targets.
- Safeguarding the good name, reputation and values of the organisation
- Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- Ensuring the financial stability of the organisation
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive
- Contribute to strong and sound decision making in the best interests of ADASS, and use individual skills and knowledge to provide support and guidance to the trustee group and executives.
- Leading the process of supporting and appraising the performance of the chief executive
- Engage in and support the wider development of ADASS as an organisation along with the rest of the board of trustees, to ensure that we adapt to the changing social, economic and political climate as needed.
- Trustees will support good relationship management, both internally and externally, and act as a spokesperson for ADASS as required.

Essential Experience

- It is a requirement of the role that trustees and Honorary Treasurer are current members of ADASS.
- The Honorary Treasurer must be able to commit up to 1 day a week to the role.
- It is essential that the Honorary Treasurer has significant financial planning and oversight experience
- It is desirable that trustees have a thorough understanding of charity governance and has served as a trustee on charity boards.
- It is essential that trustees are conversant with the legal obligations of the role, as well as the Charity Governance Code and best practice in relation to running charitable organisations.

Essential Skills

- Excellent communications skills with varied audiences, including the ability to communicate complex issues clearly in a way the public can relate to
- Ability to deliver a financially sustainable organisation through a collegiate approach to financial planning.
- Experience of chairing committees and working with trustees to achieve positive financial results for the organisation.
- Strong skills around strategic thinking and horizon scanning skills
- Sound financial acumen and a focus on the financial sustainability of the charity.
- Understanding of social care achieved through experience of working in the field as a director.
- An inclusive leadership style including the ability to advocate for ADASS with a wide range of audiences.
- A commitment to and experience of working with equality and diversity issues.

- A thorough understanding of social care issues, and how our influencing work can cut through complexity to improve outcomes for those who draw on social care
- An understanding of membership organisations and a commitment to a rich and diverse member offer.
- A commitment to coproduction and building allies to support the work of ADASS and improve outcomes in social care.

Role Profile: Trustee

Trustee role summary

The trustee group are individually and collectively responsible for the overall governance of ADASS, ensuring that it meets all charitable governance requirements, is well led and delivers impact against its strategic objectives. Trustees must act in the best interests of the charity at all times and comply with the legal requirements associates with trusteeships. The board collectively work with the CEO to define the long-term strategy of the organisation, within a financially sustainable operating model.

Role Duration:	3 years with potential to extend for 3 years
Accountable to:	Chair of Trustees (informal reporting arrangement)
Time Commitment:	Average of 0.5 -1 day per week
Resourcing Support:	This role is voluntary, but expenses will be paid in line with the ADASS Expenses Policy

Key Accountabilities

- Ensure that ADASS complies with its governing documents, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation applies its resources exclusively in pursuance of its charitable objects for the benefit of the public.
- Ensuring that the organisation defines its goals and evaluates performance against agreed targets.
- Safeguarding the good name, reputation and values of the organisation
- Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- Ensuring the financial stability of the organisation
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive
- Contribute to strong and sounds decision making in the best interests of ADASS, and use individual skills and knowledge to provide support and guidance to the trustee group and executives.
- Support the CEO and by extension staff team to deliver against strategic objectives, providing oversight and assurance in this process.
- Engage in and support the wider development of ADASS as an organisation along with the rest of the board of trustees, to ensure that we adapt to the changing social, economic and political climate as needed.
- Trustees will support good stakeholder management, both internally and externally, and act as a spokesperson for ADASS as required.

Essential Experience

- It is a requirement of the role that trustees are current members of ADASS.
- Trustees must be able to commit up to 1 day a week to the role.
- It is desirable that trustees have a thorough understanding of charity governance and has served as a trustee on charity boards.
- It is essential that trustees are conversant with the legal obligations of the role, as well as the Charity Governance Code and best practice in relation to running charitable organisations.

Essential Skills

- Excellent communications skills with varied audiences, including the ability to communicate complex issues clearly in a way the public can relate to
- Ability to operate in a team of trustees, collectively facilitating the work of the organisation
- Strong skills around strategic thinking and horizon scanning skills
- Sound financial acumen and a focus on the financial sustainability of the charity.
- Understanding of social care achieved through experience of working in the field as a director.
- An inclusive leadership style including the ability to advocate for ADASS with a wide range of audiences.
- A commitment to and experience of working with equality and diversity issues.
- A thorough understanding of social care issues, and how our influencing work can cut through complexity to improve outcomes for those who draw on social care
- An understanding of membership organisations and a commitment to a rich and diverse member offer.
- A commitment to coproduction and building allies to support the work of ADASS and improve outcomes in social care.