

Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2024  
for  
The Association of Directors of Adult  
Social Services (ADASS)

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for the Year Ended 31 December 2024

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Report of the Trustees  
for the Year Ended 31 December 2024

The trustees present their report with the financial statements of the charity for the year ended 31 December 2024. 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.

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## ACHIEVEMENT AND PERFORMANCE

### Our impact in 2024

In 2024, ADASS continued its vital advocacy work amid significant political change. The earlier-than-expected general election shifted our approach from official meetings to more public-facing communications as we adapted to influence both during the campaign and throughout the new government's transition to power.

Our advocacy remained focused on three critical priorities: addressing the workforce crisis in adult social care, improving support for unpaid and informal carers, and redirecting resources toward early intervention and home-based support rather than crisis-only care. This report outlines our progress across these priority areas throughout 2024, including our efforts to influence the new government's policy direction.

We sustained our commitment to member development through resources, communications, and events. Internally, we completed both governance and membership reviews, implementing recommended structural changes to enhance organizational effectiveness.

#### 1. How we approach our work

##### A. Equity, equality, diversity and inclusion

Social care must be inclusive which is why ADASS has prioritised equity, equality, diversity and inclusion (EEDI) as a key objective across all our work. Our Equity, Equality, Diversity and Inclusion Network (previously EDI Action Group) met three times in 2024. Members shared learning and actions being taken in regions to improve approaches to EEDI.

We have continued to support Skills for Care with the Social Care Workforce Race Equality Standard (SC-WRES), a programme designed for social care organisations to achieve anti-racist workplaces. In 2024, 76 councils participated. We also pursued a joint piece of work with PCH and regional commissioning networks to develop guidance and principles on how EEDI can be achieved through the commissioning role.

ADASS staff team discussed EEDI throughout 2024 to develop and agree a vision for EEDI which is reflective of the team, the organisation and our members. It will be published alongside an action plan to realise it in 2025.

##### B. Co-production

ADASS continued to expand its co-production work in 2024, working with people who need and draw on care and support, to develop and design improvements in the way care is provided. We focused our efforts on policy work and events.

At Spring Seminar in 2024, lived experience speakers featured on most panels and we co-ran a dedicated session on co-production. At the National Children and Adult Services Conference (NCASC), every adult services workshop included a lived experience speaker. We worked very closely with the National Co-Production Advisory Group to co-design a co-production room featuring workshops about co-production - these were some of the best attended sessions of the event. We also facilitated a series of lived experience-led 'Big Chats', offering support where needed. While not strictly co-production, we do continue to have funded places for lived experience delegates at NCASC and our organisational annual event Spring Seminar.

Policy wise, we began the process of co-producing policy positions by developing a position on care closer to home. We worked with Think Local Act Personal (TLAP) to include questions about co-production in our Spring Survey.

In the Autumn we began co-producing a co-production vision for the organisation, led by a Steering group including ADASS staff, trustees, policy leads, regional representatives and colleagues with lived experience. This will continue to be developed and implemented in 2025.

#### 2. Influencing policy in adult social care

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Our policy work allows us to both develop policy positions which we use to influence decision makers externally, and to support members with the implementation of policy and sharing effective practice.

A. Building an evidence base about adult social care

ADASS has continued to leverage the unique position of its membership, to provide professional input and data and evidence from Directors and their councils about state-funded adult social care.

In 2024 we undertook two surveys of our members. The first was our Spring Survey, published in July 2024, which received a 95% response rate from Directors. This survey found that the financial situation facing Directors of Adult Social Care is as bad as it has been in recent history, with the savings required for 2024/25 at their highest levels since 2016/17. We also garnered new insight from members on the increasingly levels of complexity of need of people accessing care and support, something that is not currently measured by national data collections.

The data also showed that investment in prevention is falling as councils have to prioritise funding to those people with the highest levels of need, which is counter to government commitments to shift from sickness to prevention. The impact of NHS pressures and activity being shifted to adult social care was also a key finding of the survey, with tasks being delegated to frontline care staff from the NHS without funding and support, as well as people accessing Continuing Healthcare being reviewed more often and increased instances of them becoming the responsibility of adult social care.

The ADASS Autumn Survey, published in November 2024, had an 86% response rate from Directors. The survey built on findings from our Spring Survey and showed that the financial pressures facing adult social care intensified as the year progressed, leading to the increased likelihood councils would be overspending by the end of 2024/25 and leading to Directors having to make additional in-year savings to already stretched budgets. In terms of influencing government agendas, the survey also asked question on prevention and the barriers to implementing preventative measures, the extent to which Directors had confidence in the newly introduced of Client Level Data collection and the future policy direction of the Better Care Fund.

The information and insight gathered through these surveys has been central to ADASS advocacy work in 2024 (see sections F. on Raising awareness and influencing change and G. on Public affairs and parliamentary influencing).

B. Workforce - fair pay and conditions for people who work in social care

A well-supported adult social care workforce is essential to ensure high quality care and support, yet the sector persistently faces low levels of staff recruitment and retention. That's why, in 2024, ADASS continued its work in this area.

Our Workforce Network met five times, and was led by two new co-leads - one DASS (Director of Adult Social Services) and one PSW (Principal Social Worker). Sharing and learning from work taking place locally and regionally was shared within the Network. One co-lead represented ADASS at an Adult Social Care APPG meeting in Spring, and the other represented ADASS in delegated healthcare task discussions with government.

The co-leads, alongside the ADASS President and CEO, also represented ADASS on the Skills for Care Executive Group to support its workforce strategy development. The strategy was launched at an in-person event in July where our President spoke on a panel about the importance of having enough of the right people coming into the social care workforce. Our Immediate Past President of 2024 also became a Skills for Care Trustee in September.

International recruitment

ADASS regional networks continued to share workforce priorities to connect learning and identify potential areas of collaboration. An international recruitment dashboard was put in place, administered by the West Midlands ADASS regional network, informed by information received nationally.

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Our policy position was updated to reflect our position, it suggested a focus on those already in the country was key, so regional hub funding was realigned to support those in greatest need. We held regular meetings with DHSC to provide insight and learning on international recruitment, to help shape the national approach and policies.

#### Supporting new DASSs

Turning our focus to our own members in senior leadership positions, we worked with DHSC and Skills for Care on a development programme for aspiring and new DASSs. Skills for Care were able to absorb aspiring DASS needs into their programme. Meanwhile we are awaiting the outcome of a possible DHSC-backed programme for new DASSs.

#### C. Better support for carers

Without England's circa five million unpaid carers, millions more 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 2024 we continued to highlight the incredible work carers do, too often for free, including through launching a new Supporting Carers Hub at Spring Seminar in April. It was launched on stage by our outgoing President Beverley Tarka in a session with our project partners Carers UK and Carers Trust. The Hub is a storehouse of good practice and great ideas from social care teams and other organisations on how they're improving support for carers, so that they can balance their caregiving responsibilities with other commitments in their lives. The Hub has more than 40 examples of great practice and has had 7.3K visitors since launch.

We were also pleased that the Hub was included and recommended in the Minister for Social Care's annual adult social care winter letter for 2024/25. We continue to centre carers in sessions at the events we run, support partner organisations with their campaigns and influencing, and highlight and amplify the work carers do.

#### D. More early support, closer to home

Care closer to home can increase people's independence and prevent them from needing hospital or residential care, reducing pressures on health and social care. In 2024, we stepped up our work on prevention in line with the new Government's three strategic shifts for health: moving care from hospitals to the community, shifting from analogue to digital systems, and prioritising prevention over treatment.

We began the year providing a written submission to the Health and Social Care Committee's Prevention Inquiry in January 2024, through to our Early Priorities for a New Government document that was sent to all major political parties prior to the General Election. We also established a Sustainable Health and Care Forum with strategic leads, plus Continuing Healthcare (CHC) and Better Care Fund (BCF) co-leads, who worked alongside regional representatives.

#### Working with NHS England

NHS England (NHSE) colleagues attended the forum seeking feedback on their publications, including their PLACE toolkit about community health. We also submitted a consultation response to the NHS 10 Year Plan and provided input into the Neighbourhood Guidance publication, both of which have a focus upon supporting people to remain at home via community-based care and support.

The ADASS Presidents Team have been members of both the working groups for the NHS 10 Year Health Plan and Neighbourhoods policy groupings, ensuring adult social care input into the planning of both. Both themes were the focus of NCASC sessions and there have been meetings with senior civil servants and wider ADASS members to take these forward.

#### Continuing healthcare

We worked with ADASS regions to collate feedback about continuing healthcare (CHC) processes to inform our input into CHC roundtables with DHSC and NHSE. CHC funding is essential in supporting people to get home and remain there.

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#### Better Care Fund

We provided strategic input to inform the 25/26 reform of the Better Care Fund (BCF). Working with our policy leads, we began to position our policy for reform beyond 2026. This supports a further shift to prevention and community support whilst recognising its current essential funding of core services.

#### E. Improving policy and practice

We have continued to represent members' views nationally by making representations in partnership with the British Association of Social Workers (BASW) around the Mental Health Bill, for example, asking the Government to consider amendments to the current Deprivation of Liberty Safeguards. We also surveyed members around Right Care, Right Person and used examples to press for national changes to the national oversight mechanisms, working with members to consider whether to support changes to enable Social Workers and other professionals to apply for access to people's homes where there are safeguarding or welfare concerns, and access is being denied. In addition, we started work on principles to support regions to develop agreements around the use of agency professionals.

#### F. Raising awareness and influencing change

We know that effective communications are vital to ensure ADASS and its members voices are heard in public debates and discussions. We transformed a 2023 review of our communications and influencing work into a new communications and influencing plan, launched in 2024.

Alongside building ADASS' share of voice on social care issues, the plan was premised around ADASS helping to build a movement of members and allies to change the story about social care, so that more people and policy makers understand the value and impact of social care and the need to invest in it further to ensure everyone who needs care feels well supported.

By increasing the size of the communications team, we have increased the frequency with which ADASS is able to share the voice and views of our President and members, advocating for improvements via media, social media and MP engagement. We have been able to respond reactively more frequently owing to increased capacity, we tried to focus our work - especially proactive work - on our three policy priorities: workforce, carers and early support, closer to home.

#### Media coverage

During 2024 ADASS statements, comments and work was mentioned 2,991 times by a total of 560 online, print and broadcast media outlets. This represents a year-on-year increase of 36.4%. At least a fifth were in national media outlets with the remainder in sector press, regional or local media titles.

#### Spotlight: 'Newsjacking' with our Autumn Survey

The new Chancellor's Autumn budget included an increase in employers' national insurance contributions (ENICS) alongside increases in the National Living Wage and ongoing inflation. Together, these represented a risk to providers whose costs would increase dramatically. We used our Autumn Survey report released in November to provide evidence to journalists that DASSs were already struggling to balance the books before even the new measures were announced, garnering national media coverage. We continued to comment on the story and used a press release to launch NCASC, along with the President's Speech on the opening day, to highlight the financial gap between the cost of adult social care to councils and the funding available (over £1bn). By inserting our data and voice into a relevant story, we secured more than 325 pieces of media coverage including national broadcast, and were also able to support the Local Government Association (LGA) and other sector partners and providers to raise awareness of the risks such as contract hand backs.

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We continued to secure significant coverage in social care sector media outlets, including being commissioned to write 16 opinion pieces about key issues including what we were calling for from political parties ahead of the general election, the interface between health and social care, prevention, delegated healthcare activities and preparing for adulthood.

#### Social media

ADASS focuses on audiences on Twitter/X and LinkedIn for its social media engagement. We also started a new account on Bluesky. We've continued to focus efforts 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 and engaged LinkedIn audience, our engagement rate for 2024 was 8.18% and highest performing post, at NCASC, secured 3,250 impressions.

#### Website

We launched a new website, introducing a clear brand style and much simpler navigation. The new website is both a membership and advocacy tool as it enables us to share our resources, policy and media outputs, and we introduced a revamped blog to give voice to our Presidential team, members and partners around key topics. Since its launch on July 1st 2024, the new website has been widely used and well received. Between July 1 2024 and December 31 2024 we received 44,428 visitors, compared to 23,800 for the same period in 2023 - this represents an increase of 87%.

We have also promoted the website more readily on social media channels and asked our Trustees and staff to do the same, which has resulted in significantly better engagement with our key publications. For example, the ADASS Spring Survey 2023 received just 938 views on our old website, whereas the 2024 Spring Survey garnered 4,841 views - representing a year-on-year increase of 416%.

We've had many people get in touch to share their positive experiences after visiting the new site. Here are just a few of their thoughts:

- "Just had reason to go to the ADASS website - and wanted to feedback how great I think the new site is. Accessible, clear, outward facing, links to key news etc. "
- "Just wanted to say the website is looking so good! Going through to find some things (which is now super easy) and it's great to see so much content on there."
- "It looks fabulous. Well done all round. Much more modern, much more accessible, much better reflection of the great organisation that ADASS is!"

#### G. Public affairs and parliamentary influencing

We adapted our public affairs work plan significantly in 2024, after the announcement of a General Election.

#### Ongoing parliamentary engagement

Before the Election, we continued to share ADASS reports, statistics and written briefs with a target list of MPs and peers around key moments to grow our relationships and maximise influence. ADASS was referenced directly by name in the Houses of Parliament nine times in 2024. This was across both chambers and in a range of activities including debates, written briefings and oral evidence sessions. The Secretary of State, Care Minister and various peers referenced our surveys and other research, with our data on budgets, workforce and waiting times particularly prominent.

We used our survey data to respond to several key parliamentary influencing opportunities in 2024 including the provisional local government finance settlement consultation, Spring Budget and Autumn Statement fiscal events, as well as the Low Pay Commission consultation and NHS 10 Year Plan. We also responded to parliamentary committee calls for evidence such as the Public Accounts Committee inquiry into Reforming Adult Social Care in England, along with written briefings to Parliamentarians such as the House of Lords debate on the state of adult social care and the case for a comprehensive strategy and further support for unpaid carers.

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### General Election engagement

Once the General Election campaign was called in May 2024, we used the six-week campaign period to strategically influence the debate, build relations with the main parties, and prepare for a new cohort of MPs.

We produced a two-page PDF with our key election asks around our three policy priorities calling for: Early support, closer to home; fair pay and conditions for the social care workforce; and a new deal for carers. We included short term asks (two years), medium term (five years) and longer term (10 years) and shared it with party leaders. We were able to work with partners to develop a list of prospective parliamentary candidates with an interest in adult social care, and shared the asks with them. We also socialised the document with sector partners, put it on our website, and promoted it on social media to expand its audience.

We joined a cross-sector coalition that met thrice weekly to share intelligence and insight on how adult social care would feature in the debates and a new government. We were also one of the signatories on a letter coordinated by the LGA to all party leaders to reiterate the huge value of adult social care and request it be included in party manifestos and priorities. Our Associates wrote a letter to the party leaders, calling for more and better inclusion of adult social care issues in the debates, which was published in The Times newspaper.

### Post Election engagement

After the election, we began to build relationships with the new Minister and Secretary of State plus their staff, securing meetings and writing to them - both unilaterally and with partners. We developed a document entitled Early priorities for a new Government which we shared with ministerial and parliamentarian contacts. Our President attended the Labour Party Conference to speak at various events on adult social care, and to network with the new Government - she was able to attend events with both the new Minister and Secretary of State, and reflected she had not "heard social care talked about as much in a generalist conference".

We sent an introductory brief to all MPs entitled 'What is adult social care', to introduce ADASS and key information on the state of adult social care in England. A dozen meetings were secured, including with MPs who ended up on the Health and Social Care Select Committee.

## 3. Supporting our members

### A. Sector-led improvement of social care

ADASS and the 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 supports 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. In 2024, ADASS regions and the national programme supported councils to prepare for CQC alongside post CQC support. PCH also supported councils across a number of workstreams such as digital, workforce, working with people and commissioning.

In 2024, the PCH Continuous Improvement Programme delivered:

- " 377 direct improvement support offers in calendar year
- " 123 events were delivered with a total of 12,306 attendees
- " 19 published universal support offers

This support has covered all councils and regions in England.

### B. Regional networks

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As part of the ADASS Governance review ADASS regional Chairs now have a formal link to the Membership Committee which is Chaired by the regional Trustee.

ADASS continues to work with the nine ADASS regions which are often described as the engine room of ADASS.

Regular meetings with ADASS regional Chairs have continued throughout the year, maintaining its place as an essential route to facilitate shared knowledge and learning between national and regional.

Early 2025 saw the continuation of regular meetings between ADASS regional Chairs and the Minister of Care which post-election have been replaced with meetings with the DHSC Director General. These conversations are based upon a nationally collated report of successes and challenges from each of the regions with information provided by

regional leads/teams. This demonstrates the important role of ADASS both nationally and regionally in terms of sharing key operational and strategic information with DHSC.

ADASS regional Leads also continue to meet on a regular basis supported by the ADASS national team. Scheduled meetings with a forward plan of themes, co designed with Leads themselves. Leads also remain an extremely valued source of information and feedback and a conduit to members on many subjects throughout the year.

Across 2024 ADASS conducted a piece of work across all ADASS regional Chairs to understand how they felt the relationship with ADASS nationally could be strengthened. After further consultation with regional Chairs this has resulted in a series of actions to be delivered in 2025 as part of the enhanced membership offer for ADASS members.

ADASS regions have continued to deliver programmes of work which are based upon regional priorities. The following links from each of the regions provides examples of the outstanding work delivered in each region:

Yorkshire & Humber - Association of Directors of Adult Social Services Yorkshire and Humber Region

East England - Association of Directors of Adult Social Services Eastern Region

North East England - <https://www.adass.org.uk/regions/north-east/>

South East England - ADASS South East

North West England - Association of Directors of Adult Social Services North West Branch

South West England - ADASS SW - South West Councils

West Midlands - WMADASS

East Midlands - East Midlands ADASS | The East Midlands Association of Directors of Adult Social Services

London - Coming soon - London ADASS

#### C. Principal Social Workers

The ADASS staff team continued to meet monthly with regional PSW leads, throughout 2024. This was aimed at supporting their greater involvement in the work of the Association in a range of areas including events, development of strategy, communications and influencing the conversations at a local level in line with ADASS priorities.

#### D. Associates network

There were four general Associates online meetings in 2024, and one joint with ADCS. Themes for discussion with invited speakers included CQC regulation, performance and data, finances, co-production with those with lived experience, and SEND (with ADCS). IN addition, there was social networking for those Associates at the Spring Seminar and NCASC conferences. Associates contributed to ADASS policy and regional initiatives in paid and voluntary capacities.

Mentoring has been an important element in Associates' support of ADASS objectives. They continue the offer of mentoring ADASS members, which contributed to our overall efforts to focus on EDI and champion those new into the role of DASS. Their offer of mentoring to current social care leaders is widely sought. During 2024:

- 16 PSWs were matched to a mentor

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- 15 DASS/SLT members were matched to a mentor
- 8 additional mentors were secured from new ADASS Associates.

#### E. Assurance

Assurance is vital in adult social care to ensure quality care and support that is safe and effective. Throughout 2024, we worked closely with the Care Quality Commission (CQC) to influence the implementation of their local authority assessment process by feeding back the views of our members, including but not limited to supporting learning around the information return process, onsite visits and the triangulation of data. This culminated in a sub-plenary session at NCASC where the chair of the ADASS Innovation, Improvement and Assurance Network set out members' concerns during a robust session with the CQC's Chief inspector for Adult Social Care.

We also utilised our ADASS Spring Survey to gather evidence on the costs to councils of preparing for DHSC assurance, including preparation for CQC assessment. The estimated cost nationally was £43 million, compared to the specific funding allocated to councils for the purposes of assurance which was worth £4.1 million in total or £26,730 per council in 2023/24. We have utilised this evidence to make the case for this new burden on councils to be fully funded by Government, including through our response to the interim report of the Penny Dash Review into operational effectiveness of the CQC.

#### F. Events and communication

Events are an important way ADASS supports our members to share ideas and learn from each other and external expert so they can continue to lead improvement in adult social care in their communities. In 2024, ADASS ran two multi-day events.

Our Spring Seminar is our annual event for members in April. In 2024 it brought more than 200 social care leaders together to learn and share experiences. We successfully launched the ADASS Supporting Carer's Hub on the first day of the event and features a range of workshops and contributions on best practice from ADASS regional teams. The then Minister for Social Care, Helen Whately MP, and then Shadow Minister for Social Care, Andrew Gwynne MP, both delivered speeches and took questions in two special plenaries. Feedback from delegates was very positive, they said they view the event as an essential annual seminar.

The Leading in Care Summit, supported by Newton, was planned originally for September 2024 with the location moved to St George's Park. Due to many factors including the General Election campaign meaning it was not possible to tie down speakers for the programme and spending restrictions being imposed in many Local Authorities, the uptake was too low to make the event viable. We cancelled the event and moved to discussions on how to provide the senior leadership L&D requirements in other formats during 2025 and beyond.

In November 2024, we delivered the National Children's and Adult Services Conference (NCASC) in partnership with the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS). It took place from 26 November to 29 November at the ACC Conference Centre in Liverpool for the first time. ADASS leads the event programme and logistics every other year, and 2024 was our turn. We welcomed more than 900 local political leaders and people leading adult social care and children's services from across England. LGA and ADCS provided key input into the programme and supported the organisation of the sessions. With the new Government in place, we were able to hold plenary sessions with the Minister of State for Care, Stephen Kinnock MP, and the Minister for Children and Families, Janet Daby MP, which provided valuable for all our members attending. It was a very successful event with the largest number of delegates since covid and feedback on the venue, organisation and programme was positive. In feedback forms, delegates said they found the conference and speakers 'motivating', 'positive' and 'inspirational'. The focus on co-production via 'Big Chat' sessions, the co-production workshop room and inclusion of people with lived experience as speakers was especially well received by those who draw on care and support.

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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 plus the introduction of a series of webinars for members which were planned during the final quarter of 2024 for a 2025 rollout.

#### G. Reframing adult social care

ADASS continued to work with #SocialCareFuture, the LGA and TLAP to build a movement to change the story about adult social care. The overall goal of the project is to put in place one of the fundamental building blocks for the transformation envisaged in the Time To Act Roadmap sustained political will and backing for change and investment in adult social care. (A lot of activity in the plan is outlined in section 2F.)

In 2024, this involved steering group meetings to shape research work done by the Frameworks Institute, to test and build upon the framing and narrative originally developed by #SocialCareFuture and ensure it works well for our members and the public as we prepare to roll it out in framing training for members and an awareness raising campaign in 2025. There were four online focus groups of six people which were broadly representative of the English population across a range of demographic characteristics including age, gender, income, ethnicity and region. The focus groups' aim was to explore ways in which we could refine Social Care Future's narrative to build greater public understanding about social care and demand for change. The focus groups took place in November 2024, and usability testing will take place in 2025.

Also in 2024, ADASS received funding to develop and deliver a training program for its members, made possible by The Rayne Foundation through their Better Careers for Better Care grant programme. This initiative supports innovation, creativity, and collaboration in the social care sector, with a particular focus on strengthening the care workforce. The ADASS project aims to improve public perceptions of social care by empowering DASSs and their teams to communicate more confidently and consistently on what adult social care is and the benefits it brings. We recruited an Engagement Officer to run the programme who successfully set it up and prepared the pilot training for the North West region in January 2025, with national activity taking place through to 2027.

#### H. Good practice resources

Through the year we developed and updated several 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. After anti-immigration protests broke out across the UK in July and August 2024, ADASS updated a guide for practitioners on the role of the DASS and social workers in disaster recovery, with BASW. This included how to support the needs of people affected by the incident and those responding.

#### 4. Making the charity work well

To strengthen both our internal governance and our policy and influencing capacity, we ran concurrent Governance and Membership Reviews which concluded in 2024. These created an internal governance structure that looks rather like many other charities. We separated the externally facing and influencing President role from the internal responsibilities of a charity Chair, and established a formal Board of Trustees meeting supported by a Membership Committee, a Policy Committee, and a Finance and Risk Committee. These meetings went through three formal cycles of meetings in the latter half of 2024 and have worked well in helping us join the dots to better respond to issues that our membership has raised and formulate our policy offer and influence.

The new Membership Committee will oversee changes suggested in the membership review. A multidisciplinary team was set up to take those review findings and use them to develop an enhanced membership offer. This work will be taken forward in 2025, supported by a newly recruited Membership Coordinator.

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The new Policy Committee led to clearer lines of decision-making for policy related matters. It has provided a conduit for policy positions to be considered and sign-off and the development of a policy cycle to ensure regular review of our positions. Members of this committee also provide advice on the focus and format of internal ADASS events including policy discussions at our General and Annual General meetings and at the annual Policy Day which shapes the policy focus of our Business Plan for the forthcoming year.

#### 5. Governance and risk management

The Trustees continued work on the strategic risk register in 2024, with the risks divided into two main areas:

- o Financial - including future financial stability, bad debts, potential fraud, poor budgetary control and inappropriate spending.
- o 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 continued to implement the recommendations of the 2023 review by Campbell Tickell, including the creation of Board sub-Committees and updating the Charity's constitution.

#### 6. Our plans for the future

We will continue to build relationships with the Government as it beds in further, alongside other national social care organisations and leaders to influence positive changes in the approach to adult social care in England. While we continue with national policy influencing on our three priorities for change set out in our existing business plan - workforce, carers and early support, closer to home - we will also ensure we are speaking to other key policy issues emerging including mental health and preparation for adulthood.

With a new commission led by Baroness Casey of Blackstock slated to kick off in April 2025, we will ensure processes are in place to speak to all our members to canvass their views and opinions and feed these into our overall position and suggested inputs. We will of course be pushing for direct engagement between the commission and our presidential team and members, tailoring and providing data the commission may require, and facilitating potential site visits where appropriate. We want to ensure a combination of having a loud voice externally and effective relationships behind the scenes that allow us to advocate for the changes that our members want and need.

We are yet to see if the commission will form the backbone of a much-touted new National Care Service, but remain ready to provide evidence and ideas on how this could work best, building on our Ideas. Similarly, we will work closely with DHSC to ensure adult social care plays a strong role in delivering the three strategic shifts through the NHS 10 Year Plan. We will also be on hand to respond through policy submissions and media advocacy to key Government initiatives and opportunities including the Spending Review, AI announcement, and local government reorganisation and devolution.

We will strengthen our advocacy work with a new awareness raising campaign launching in Spring, to explain what adult social care is, what value it brings, and make the case for why it needs to be properly funded. We aim to connect with the public, turn their awareness into support, and use this as leverage to encourage politicians to act.

Our underlying objective in our policy advocacy work is to secure sufficient funding for adult social care so our members have the financial ability to deliver the support people need and want.

Internally, with the new governance changes including refreshed role of the Chair plus a new permanent CEO in place, we will set up a process to develop a new five-year strategy to launch in 2026. ADASS' first long-term strategy will allow us to have clearly articulated and ambitious goals we are striving for as an organisation, bringing staff, members and partners with us. We will retain the flexibility to develop one year delivery plans to sit beneath the strategy, detailing how we will deliver the next phase of work while allowing us the flexibility to respond to the changing external environment.

Report of the Trustees  
for the Year Ended 31 December 2024

We are aiming to develop a financial strategy for 2025-2026 that will allow us to develop approaches to better financial sustainability, including diversifying income generation so we are fit for the future.

We will bolster the membership proposition in 2025, ensuring members continue to feel well-supported and have more avenues to input into our national positioning and regular feedback on our advocacy nationally. We will use our surveys and other means to respond to key concerns our members have. And we will use a biennial membership survey to hear members' views on what tools, training and support they want from ADASS so we can support them to continue delivering life changing work in a challenging financial environment.

#### FINANCIAL REVIEW

##### Financial position

The net movement in funds for the year generated by the Association's activities was a deficit of £161,840 (2023: deficit of £188,123).

Total income for the year was £3,348,385 (2023: £2,856,742). Sponsorship received to support our charitable purposes was £299,420 (2023: £303,230). Membership subscription income decreased in the year to £451,114 (2023: £459,669). Grant and contract funding increased during the year from £1,790,849 in 2023 to £1,917,806 in 2024. 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.

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 £5,218 (2023: surplus of £20,739) of income over expenditure. Our Leadership in Care Summit generated a deficit of £30,841 as it was cancelled (2023: surplus of £2,131). In addition our gifts in kind income in 2024 were valued at £15,840 (2023: £61,640).

The Association's total funds were £2,346,108 at 31 December 2024 compared to £2,507,948 at 31 December 2023. This included designated funds of £503,346 (2023: £493,953).

##### 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 maintain the reserves level at 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 2024 was £1,839,511 (2023: £2,025,728) being general funds of £1,842,762 (2023: £2,026,742) minus the net book value of tangible fixed assets i.e. £3,251 (2023: £1,014). 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.

Report of the Trustees  
for the Year Ended 31 December 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

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.

Acknowledgements

We value the support we received from our partners at our events and throughout the year. We would like to thank; Attenti, Channel 3 Consulting, Cordis Bright, Flex 360 Ltd, iESE, Imperium Solutions, IMPOWER, Lilli, Newton Impact, Tile Hill, Total Mobile, The Tribe Project and Sentinel Partners. ADASS does not encourage Directors of Adult Social Services to trade with any of these organisations.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number  
299154

Principal address  
18 Smith Square  
London  
SW1P 3HZ

Trustees

S McClinton (to 24.4.24)  
B Tarka  
I MacBeath  
M Williams  
C Baria  
R Humphries  
S McFarlane  
N Presmeg  
R Parry  
M Samuels  
J McGregor (appointed 24.4.24)

Auditors

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

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 2024

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 ..... and signed on its behalf by:

.....  
I MacBeath - Trustee

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 2024 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 2024 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.

#### 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.

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

#### 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.

#### 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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 Section 1A, pension laws and regulations and tax regulations.

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](http://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

Date: .....

Statement of Financial Activities  
for the Year Ended 31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	31.12.24 Total funds £	31.12.23 Total funds as restated £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	17,040	116,500	133,540	61,709
Charitable activities	5				
Charitable activities		884,295	1,917,798	2,802,093	2,436,489
Other trading activities	3	222,746	76,674	299,420	303,230
Investment income	4	54,728	-	54,728	47,822
Other income		58,604	-	58,604	7,492
<b>Total</b>		<b>1,237,413</b>	<b>2,110,972</b>	<b>3,348,385</b>	<b>2,856,742</b>
<b>EXPENDITURE ON</b>					
Raising funds	6	124,371	-	124,371	132,606
Charitable activities	7				
Charitable activities		1,380,830	2,005,024	3,385,854	2,912,259
<b>Total</b>		<b>1,505,201</b>	<b>2,005,024</b>	<b>3,510,225</b>	<b>3,044,865</b>
<b>NET INCOME/(EXPENDITURE)</b>					
Transfers between funds	17	(267,788) (116,500)	105,948 116,500	(161,840) -	(188,123) -
Net movement in funds		(384,288)	222,448	(161,840)	(188,123)
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		2,520,695	(12,747)	2,507,948	2,696,071
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>2,136,407</b>	<b>209,701</b>	<b>2,346,108</b>	<b>2,507,948</b>

The Association of Directors of Adult  
Social Services (ADASS)

Balance Sheet  
31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	31.12.24 Total funds £	31.12.23 Total funds as restated £
FIXED ASSETS					
Tangible assets	13	3,251	-	3,251	1,014
CURRENT ASSETS					
Debtors	14	900,195	58,250	958,445	898,782
Cash at bank		2,285,410	286,451	2,571,861	2,327,108
		<u>3,185,605</u>	<u>344,701</u>	<u>3,530,306</u>	<u>3,225,890</u>
CREDITORS					
Amounts falling due within one year	15	(1,052,449)	-	(1,052,449)	(718,956)
NET CURRENT ASSETS		<u>2,133,156</u>	<u>344,701</u>	<u>2,477,857</u>	<u>2,506,934</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		2,136,407	344,701	2,481,108	2,507,948
PROVISIONS FOR LIABILITIES	16	-	(135,000)	(135,000)	-
NET ASSETS		<u><u>2,136,407</u></u>	<u><u>209,701</u></u>	<u><u>2,346,108</u></u>	<u><u>2,507,948</u></u>

The notes form part of these financial statements

The Association of Directors of Adult  
Social Services (ADASS)

Balance Sheet - continued  
31 December 2024

FUNDS	17		
Unrestricted funds:			
General fund		1,633,061	2,026,742
Conference surplus fund		139,424	51,319
Innovation, transformation & strategic priorities fund		363,922	442,634
		<hr/>	<hr/>
		2,136,407	2,520,695
		<hr/>	<hr/>
Restricted funds:			
Rayne Foundation Fund		209,701	-
Accelerate		-	(12,747)
		<hr/>	<hr/>
		209,701	(12,747)
		<hr/>	<hr/>
TOTAL FUNDS		<u>2,346,108</u>	<u>2,507,948</u>

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

.....  
I MacBeath - Trustee

Cash Flow Statement  
for the Year Ended 31 December 2024

	Notes	31.12.24 £	31.12.23 as restated £
Cash flows from operating activities			
Cash generated from operations	1	248,578	(319,552)
		<hr/>	<hr/>
Net cash provided by/(used in) operating activities		248,578	(319,552)
		<hr/>	<hr/>
Cash flows from investing activities			
Purchase of tangible fixed assets		(3,825)	-
		<hr/>	<hr/>
Net cash (used in)/provided by investing activities		(3,825)	-
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		244,753	(319,552)
Cash and cash equivalents at the beginning of the reporting period		2,327,108	2,646,660
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		2,571,861	2,327,108
		<hr/> <hr/>	<hr/> <hr/>

Notes to the Cash Flow Statement  
for the Year Ended 31 December 2024

1.	RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES			
			31.12.24	31.12.23 as restated
			£	£
	Net expenditure for the reporting period (as per the Statement of Financial Activities)		(161,840)	(188,123)
	Adjustments for:			
	Depreciation charges		1,588	2,420
	Provision for liabilities		135,000	-
	Increase in debtors		(59,663)	(132,468)
	Increase/(decrease) in creditors		333,493	(1,381)
			<u>248,578</u>	<u>(319,552)</u>
	Net cash provided by/(used in) operations		<u>248,578</u>	<u>(319,552)</u>
2.	ANALYSIS OF CHANGES IN NET FUNDS			
		At 1.1.24	Cash flow	At 31.12.24
		£	£	£
	Net cash			
	Cash at bank	2,327,108	244,753	2,571,861
		<u>2,327,108</u>	<u>244,753</u>	<u>2,571,861</u>
	Total	<u>2,327,108</u>	<u>244,753</u>	<u>2,571,861</u>

Notes to the Financial Statements  
for the Year Ended 31 December 2024

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.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

2.	DONATIONS AND LEGACIES	31.12.24	31.12.23 as restated
		£	£
	Gifts	15,840	61,640
	Donations	1,200	69
	Grants	116,500	-
		<u>133,540</u>	<u>61,709</u>
3.	OTHER TRADING ACTIVITIES	31.12.24	31.12.23 as restated
		£	£
	Sponsorships	<u>299,420</u>	<u>303,230</u>
4.	INVESTMENT INCOME	31.12.24	31.12.23 as restated
		£	£
	Investment income	<u>54,728</u>	<u>47,822</u>
5.	INCOME FROM CHARITABLE ACTIVITIES	31.12.24	31.12.23
		£	£
	Conference and event surplus	418,915	185,971
	Subscriptions	513,170	397,613
	Contracts and service level agreements	1,917,806	1,790,849
		<u>2,839,891</u>	<u>2,374,433</u>
	Contracts, grants, and service level agreements, included in the above, are as follows:		
		31.12.24	31.12.23
		£	£
	Department of Health and Social Care		
	*Leadership and Governance Advice on Adult Social Care	-	41,942
	*Infrastructure & Regional SLI	1,733,806	1,578,365
	Local Government Association	158,500	155,250
	IMPACT	25,500	15,292
		<u>1,917,806</u>	<u>1,790,849</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

6. RAISING FUNDS

	31.12.24	31.12.23
	£	£
Costs of raising sponsorship and donations	115,523	125,180
Other costs associated with raising funds	8,850	7,426
	<hr/>	<hr/>
Note 11	124,373	132,606
	<hr/> <hr/>	<hr/> <hr/>

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

7. CHARITABLE ACTIVITIES COSTS

	31.12.24	31.12.23
	£	(As restated) £
Special Projects		
*LGA CHIP SLI	158,500	155,250
*Impact	25,500	15,292
Rayne Foundation		
*Wages	15,485	-
*Professional fees	7,500	-
*Staff travel, subsistence and accommodation	314	-
DHSC		
*Support to ASC	1,537,734	1,436,500
*Wages	196,064	183,807
Conferences & seminars	364,710	167,781
Sponsorship expenditure	14,735	12,897
Subscriptions	8,759	10,531
Administration expenses	6,692	3,013
Bad debts	2,465	10,089
IT development costs	2,940	29,603
Professional fees	30,557	18,375
Staff travel, subsistence and accommodation	11,962	3,533
Support to the President	25,000	25,000
Irrecoverable VAT	43,461	30,533
Support costs (Note 12)	931,988	801,903
Depreciation	1,588	2,420
	<hr/>	<hr/>
	3,385,954	2,906,527
	<hr/> <hr/>	<hr/> <hr/>

The majority of the IT development costs relate to donated services in 2023 in relation to website work provided by OLM Systems.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

8. 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 £13,481 (2023: £8,676) have been incurred in respect of seven Trustees (2023: three). Expenses comprise hotel accommodation, travel and subsistence of £10,529 (2023: £4,934).

No Trustee received any remuneration in the year (2023: £Nil) from the charity. £2,952 was spent on training for two trustees during the year (2023: £2,450 for one trustee).

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 £567 (2023: £523) and provides cover of up to a maximum of £1 million (2023: £1 million).

9. STAFF COSTS

	31.12.24	31.12.23
	£	£
Wages and salaries	1,051,977	906,956
Social security costs	124,791	97,057
Other pension costs	87,522	70,902
	<u>1,264,290</u>	<u>1,074,915</u>
	31.12.24	31.12.23
	£	£
Subcontractor costs	41,384	106,998
Other staff costs	19,895	18,492
	<u>61,249</u>	<u>125,490</u>

The average monthly number of employees during the year was 18 (2023: 13).

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

	31.12.24	31.12.23
£60,001 - £70,000	1	-
£70,001 - £80,000	2	1
£80,001 - £90,000	2	4
£90,001 - £100,000	1	2
£100,001 - £110,000	-	1
£110,001-£120,000	-	-

The total remuneration (excluding employer's pension contributions) of the key management personnel for the year was £519,224 (2023: £558,230).

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds as restated
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	61,709	-	61,709
Charitable activities			
Charitable activities	645,640	1,790,849	2,436,489
Other trading activities	297,498	5,732	303,230
Investment income	47,822	-	47,822
Other income	7,492	-	7,492
Total	<u>1,060,161</u>	<u>1,796,581</u>	<u>2,856,742</u>
EXPENDITURE ON			
Raising funds	132,606	-	132,606
Charitable activities			
Charitable activities	<u>1,102,931</u>	<u>1,809,328</u>	<u>2,912,259</u>
Total	<u>1,235,537</u>	<u>1,809,328</u>	<u>3,044,865</u>
NET INCOME/(EXPENDITURE)	(175,376)	(12,747)	(188,123)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>2,696,071</u>	<u>-</u>	<u>2,696,071</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>2,520,695</u></u>	<u><u>(12,747)</u></u>	<u><u>2,507,948</u></u>

11. PRIOR YEAR ADJUSTMENT

In the financial statements for the year ended 31 December 2023 the movements in the Accelerate fund were shown as unrestricted. This has been amended in the comparative information as this is a restricted fund. Income of £5,731.67 relating to this fund was received during the year ended 31 December 2023 and there was expenditure during the year of the same amount.

In addition, membership income in the year ended 31 December 2023 was understated by £62,056 as a result of income relating to that year which was not invoiced until the year ended 31 December 2024. Accrued income in that year was also understated by the same amount. This has been adjusted in the comparative information.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

12. SUPPORT COSTS

			31.12.24			31.12.23
	Staff costs	Office costs		As restated	As restated	As restated
	£	£	£	Staff costs	Office costs	£
				£	£	
Costs of raising funds(Note 6)	115,523	8,850	124,373	125,180	7,426	132,606
Costs of charitable activities (Note 7)	814,465	117,523	931,988	801,903	81,027	882,930
	<u>929,988</u>	<u>126,373</u>	<u>1,056,361</u>	<u>927,083</u>	<u>88,453</u>	<u>1,015,536</u>

13. TANGIBLE FIXED ASSETS

	Computer equipment
	£
COST	
At 1 January 2024	9,991
Additions	3,825
At 31 December 2024	<u>13,816</u>
DEPRECIATION	
At 1 January 2024	8,977
Charge for year	1,588
At 31 December 2024	<u>10,565</u>
NET BOOK VALUE	
At 31 December 2024	<u>3,251</u>
At 31 December 2023	<u>1,014</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.24	31.12.23
	£	as restated
	£	£
Trade debtors	275,074	786,783
Prepayments and accrued income	683,371	111,999
	<u>958,445</u>	<u>898,782</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

15.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR			31.12.24	31.12.23 as restated
				£	£
	Trade creditors			20,222	46,562
	Taxation and social security			99,566	162,797
	Other creditors			932,661	509,597
				<u>1,052,449</u>	<u>718,956</u>
16.	PROVISIONS FOR LIABILITIES			31.12.24	31.12.23 as restated
				£	£
	Provisions			135,000	-
				<u>135,000</u>	<u>-</u>
17.	MOVEMENT IN FUNDS				
		At 1.1.24	Net	Transfers	At
		£	movement	between	31.12.24
			in funds	funds	£
			£	£	
	Unrestricted funds				
	General fund	2,026,742	(137,757)	(255,924)	1,633,061
	Conference surplus fund	51,319	(51,319)	139,424	139,424
	Innovation, transformation & strategic priorities fund	442,634	(78,712)	-	363,922
		<u>2,520,695</u>	<u>(267,788)</u>	<u>(116,500)</u>	<u>2,136,407</u>
	Restricted funds				
	Rayne Foundation Fund	-	93,201	116,500	209,701
	Accelerate	(12,747)	12,747	-	-
		<u>(12,747)</u>	<u>105,948</u>	<u>116,500</u>	<u>209,701</u>
	TOTAL FUNDS	<u>2,507,948</u>	<u>(161,840)</u>	<u>-</u>	<u>2,346,108</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

17. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,237,413	(1,375,170)	(137,757)
Conference surplus fund	-	(51,319)	(51,319)
Innovation, transformation & strategic priorities fund	-	(78,712)	(78,712)
	<u>1,237,413</u>	<u>(1,505,201)</u>	<u>(267,788)</u>
Restricted funds			
Rayne Foundation Fund	116,500	(23,299)	93,201
IMPACT	25,500	(25,500)	-
LG Improvement and Development	158,500	(158,500)	-
DHSC	1,733,798	(1,733,798)	-
Accelerate	76,674	(63,927)	12,747
	<u>2,110,972</u>	<u>(2,005,024)</u>	<u>105,948</u>
TOTAL FUNDS	<u><u>3,348,385</u></u>	<u><u>(3,510,225)</u></u>	<u><u>(161,840)</u></u>

Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
General fund	2,093,432	(66,690)	2,026,742
Conference surplus fund	102,639	(51,320)	51,319
Innovation, transformation & strategic priorities fund	500,000	(57,366)	442,634
	<u>2,696,071</u>	<u>(175,376)</u>	<u>2,520,695</u>
Restricted funds			
Accelerate	-	(12,747)	(12,747)
	<u>-</u>	<u>(12,747)</u>	<u>(12,747)</u>
TOTAL FUNDS	<u><u>2,696,071</u></u>	<u><u>(188,123)</u></u>	<u><u>2,507,948</u></u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

17. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,060,161	(1,126,851)	(66,690)
Conference surplus fund	-	(51,320)	(51,320)
Innovation, transformation & strategic priorities fund	-	(57,366)	(57,366)
	<u>1,060,161</u>	<u>(1,235,537)</u>	<u>(175,376)</u>
Restricted funds			
IMPACT	15,292	(15,292)	-
LG Improvement and Development	155,250	(155,250)	-
DHSC	1,620,307	(1,620,307)	-
Accelerate	5,732	(18,479)	(12,747)
	<u>1,796,581</u>	<u>(1,809,328)</u>	<u>(12,747)</u>
TOTAL FUNDS	<u><u>2,856,742</u></u>	<u><u>(3,044,865)</u></u>	<u><u>(188,123)</u></u>

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

	At 1.1.23 £	Net movement in funds £	Transfers between funds £	At 31.12.24 £
Unrestricted funds				
General fund	2,093,432	(204,447)	(255,924)	1,633,061
Conference surplus fund	102,639	(102,639)	139,424	139,424
Innovation, transformation & strategic priorities fund	500,000	(136,078)	-	363,922
	<u>2,696,071</u>	<u>(443,164)</u>	<u>(116,500)</u>	<u>2,136,407</u>
Restricted funds				
Rayne Foundation Fund	-	93,201	116,500	209,701
	<u>-</u>	<u>93,201</u>	<u>116,500</u>	<u>209,701</u>
TOTAL FUNDS	<u><u>2,696,071</u></u>	<u><u>(349,963)</u></u>	<u><u>-</u></u>	<u><u>2,346,108</u></u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

17. 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	2,297,574	(2,502,021)	(204,447)
Conference surplus fund	-	(102,639)	(102,639)
Innovation, transformation & strategic priorities fund	-	(136,078)	(136,078)
	<u>2,297,574</u>	<u>(2,740,738)</u>	<u>(443,164)</u>
Restricted funds			
Rayne Foundation Fund	116,500	(23,299)	93,201
IMPACT	40,792	(40,792)	-
LG Improvement and Development	313,750	(313,750)	-
DHSC	3,354,105	(3,354,105)	-
Accelerate	82,406	(82,406)	-
	<u>3,907,553</u>	<u>(3,814,352)</u>	<u>93,201</u>
TOTAL FUNDS	<u><u>6,205,127</u></u>	<u><u>(6,555,090)</u></u>	<u><u>(349,963)</u></u>

Accelerate- Accelerate supports senior leaders (working at the director or assistant director level) to develop the leadership capabilities required to oversee, or manage teams to deliver complex transformational change. It is delivered each year over 4 short residential modules to a cohort of approx 10 ADASS members.

DHSC- Core infrastructure funding to provide professional leadership and advice on adult social care infrastructure and policies, including the funding of the 9 ADASS regions.

LG Improvement and Delivery- To fund ADASS's contribution, including staff time, to the Partners in Care and Health programme.

IMPACT - The funding from the IMPACT centre enables an Associate to provide expert advice and input on behalf of ADASS into a range of research projects across the UK. The role involves being a member of the Impact Leadership Team and providing a link between the Centre and ADASS's Research Sub-Committee.

Rayne Foundation- The Rayne Foundation grant allows ADASS to train its members in communications including how to frame and talk consistently about social care, public speaking skills, and storytelling for use in campaigns. Being trained on a more human-centred framing of adult social care allows them to negotiate with their council leaders and within their Integrated Care Boards so they can achieve the best possible outcomes for those drawing on care and support. The grant is part of Rayne Foundation's 'Better Careers, Better Care' grant. Match funded by ADASS, the Rayne grant pays for a full time Engagement Officer, management costs and operations including logistics and expenses associated with delivering the training to councils nationwide.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

18. 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 £173,437 (2023: £242,220). The balance owed to the LGA at 31 December 2024 was nil (2023: £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 to the Nottinghamshire County Council (2023: £25,000 to the London Borough of Haringey). In addition, the President's employer purchased a membership subscription during the year amounting to £2,739 which remains outstanding at the year end (2023: £2,609).

ADASS collaborated with Improvement and Development Agency for Local Government (IDeA) in Partners for Care and Health. IDeA provided staffing costs support totalling £158,500 (2023: £155,250). At 31 December 2024, of the said amount, £40,000 has not yet been received (2023: £39,250).

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 (2023: none).

19. CONTINGENT ASSETS

The charity expects to receive sponsorship income of £25,000 (2023:£25,000) in relation to the Accelerate Programme, however receipt of this amount is contingent on completion of the programme.

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2024

	31.12.24	31.12.23
	£	as restated £
<b>INCOME AND ENDOWMENTS</b>		
Donations and legacies		
Gifts	15,840	61,640
Donations	1,200	69
Grants	116,500	-
	<hr/>	<hr/>
	133,540	61,709
Other trading activities		
Sponsorships	299,420	303,230
Investment income		
Investment income	54,728	47,822
Charitable activities		
Conference and event surplus	433,173	185,971
Subscription	451,114	459,669
Contracts & agreements	1,917,806	1,790,849
	<hr/>	<hr/>
	2,802,093	2,436,489
Other income		
Other income	5,749	7,492
Rents received	52,855	-
	<hr/>	<hr/>
	58,604	7,492
Total incoming resources	<hr/>	<hr/>
	3,348,385	2,856,742
<b>EXPENDITURE</b>		
Raising donations and legacies		
LGA Services SLA	6,696	4,624
Accommodation/Licence Costs	2,154	2,772
Wages	92,483	95,613
Social security	11,106	10,191
Pensions	7,789	7,445
Subcontractor costs	2,373	9,989
Recruitment expenses	1,737	1,546
Staff Training & Development	33	396
Key Partnership Working Costs	-	30
	<hr/>	<hr/>
	124,371	132,606

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2024

	31.12.24	31.12.23
	£	as restated £
Raising donations and legacies		
Charitable activities		
Wages	959,493	811,343
Social security	113,685	86,866
Pensions	79,733	63,457
Insurance	1,388	1,327
Postage and stationery	651	1,349
Sundries	6,041	1,664
Subscriptions	8,759	10,531
Travelling expenses	12,276	3,533
Conference and Events Surplus	358,532	166,189
Accommodation/Licence Costs	22,046	23,628
LGA Services SLA	68,539	39,411
Support to President	25,000	25,000
Sponsored Events	14,735	18,629
Trustee Meeting Expenditure	1,276	212
VAT recharge	43,361	30,533
Distribution of Charitable Funds (Support to ASC)	1,537,734	1,436,500
Recruitment Expenses	17,783	13,179
Staff Training & Development	342	3,371
Audit Fees	8,800	8,000
Accountancy Fees	2,200	2,000
Professional Fees	38,057	18,375
Bad Debt Write Off	4,355	3,139
Bad Debt Provision	(1,890)	6,950
Computer and Software	2,940	29,603
Subcontractor costs	38,981	97,009
Trustees' expenses	12,204	6,191
Bank charges	6,177	1,592
Key Partnership Working Costs	-	258
Subsistence	1,068	-
Computer equipment	1,588	2,420
	<hr/>	<hr/>
	3,385,854	2,912,259
	<hr/>	<hr/>
Total resources expended	3,510,225	3,044,865
	<hr/>	<hr/>
Net expenditure	(161,840)	(188,123)
	<hr/> <hr/>	<hr/> <hr/>