

# Leading Lives

Your life / Our support

Leading Lives Structure

The Leading Lives Vision: *To support people to lead the lives they choose*

## Leading Lives

*Leading Lives* is a support agency which has been established to provide a range of social care supports across Suffolk to adults with learning disabilities; older people and family carers. There is potential to extend supports and service lines to other customers.

### Company Structure

*Leading Lives* will operate as an employee owned Social Enterprise - i.e. as a company with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community.

The decision for an employee owned company is based on the premise that staff are the most valuable asset of the new business, with the real value of services to the client being based on personal relationships with support staff. Through this structure, the commitment of valued staff can be structurally connected to the needs of the business.

#### The issues for employee-ownership

*'Shareholders have a direct interest in improved company performance. However, few employees have such direct incentives. Offering employees the opportunity to participate in share schemes directly links the interests of owners and companies to make the company successful and grow. Share schemes can be used to help recruitment and retention of staff, by encouraging a long-term commitment to the company.'*  
Consultation on Employee Share Ownership, HM Treasury, Jan 99 (Gordon Brown Chancellor of the Exchequer)

Table 1

The legal form for *Leading Lives* will be an Industrial Provident Society (IPS) operating as a "Bona Fide Cooperative". An IPS is a corporate body registered with the Financial Services Authority (FSA) under the Industrial and Provident Societies Acts 1965-2002, with Rules as its governing documents. An IPS contains statutory protection of the seven co-operative principles (see table 2 below).

#### Co-operative principles:

Voluntary and open membership  
Democratic member control  
Member economic participation  
Autonomy and independence  
Education, training, information  
Co-operation among Co-operatives  
Concern for community

Table 2

Any profits of *Leading Lives* can be distributed (in the following order);

- i) to reserves in order to ensure the company flourishes
- ii) for community benefit (this could involve an internal reward scheme that supports clients and their communities, other projects in the wider community or the development of other social enterprise activities by or for the client group), and,
- iii) as a bonus to its members

### **Shareholders**

As an employee-owned company, all employees will have the opportunity to become members (i.e. shareholders) of the company, but not all employees have to be a member. *Leading Lives* will be a democratic organisation, with the key principle of “one member one vote”, i.e. each member has one equal share, and is equal in decision making.

### **Governance**

All shareholders will be able to vote on key issues relating to the delivery and development of the company, including the application of profits, at Annual General Meetings (AGMs), or at appropriately convened Special General Meetings.

The business of *Leading Lives* will be managed by a Committee, acting as the company’s Board of Directors. Committee members are elected by all members, as the company’s shareholders, at the Annual General Meeting (AGM).

The Committee will have up to 15 members, of which three will be ex-officio members (i.e. being a committee member by virtue of holding senior executive positions in the company).

There will be a number of Sub-Committees involving staff and key partners to assist with the delivery of strategic objectives (e.g. business development, marketing, finance/HR, monitoring & evaluation - see *Leading Lives* Board diagram below). Each sub-committee will have clear ‘terms of reference’; will be chaired by a designated Board member; will be open to all other Board members and any appropriate co-opted / invited persons to attend as appropriate; and will report to the Board.

In addition to the sub-committees, and in order to avoid bureaucracy, ‘Focus Groups’ will be set-up to address specific issues. These will work to a ‘task and finish remit’ with clear ‘terms of reference’, will have a limited lifespan and will report to the Board. Any such Focus Group will be facilitated by an identified Board member.

### **Governance during company start-up**

For the period between registering the new enterprise (November 2011) and start-up (July 2012), eleven existing SCC Supporting Families Service staff members will act in a voluntary capacity as *Leading Lives* interim board members. These will be the ‘Founding Members’, and will form the Company’s Committee until the first AGM

takes place (no later than May 2013). Three of these staff will hold dual roles – i.e. being responsible for ongoing delivery of Supporting Families Service and establishing the new *Leading Lives* social enterprise.

### **Operating Model**

The business idea proposes the introduction of a new service model; making more effective use of existing resources (i.e. staff, buildings and equipment) by creating a more flexible, adaptable and mobile workforce; and extending the use of buildings and equipment. This model allows continued delivery of appropriate building-based services and further development / expansion of community based support. The operating model is identified as follows;

- Support Agency providing countywide services
- Locality Delivery Teams operating from a number of identified community hubs

For management and administration purposes the *Leading Lives* Support Agency will be divided into four operational locality teams (this to represent both proportionate geographical spread of existing customers and location of existing delivery lines).

Support will be delivered in, or from, a number of community hubs drawing on staff working within a broader 'locality staff team'. The size and shape of each staff team would be scaled up or down according to (changing) local customer demand and new business opportunities. Each locality will have an appropriate number of 'locality managers' reporting to the county Directorate Team and being responsible for the oversight and delivery of all support and activities within the designated area.

The *Leading Lives* Directorate Team will have a full operational responsibility for the day-to-day delivery & management of all identified services; implementation of the strategic plan; execution of policy and financial management etc. It will report to the elected Board on a regular basis.

The new enterprise will take full advantage of the County Council's plan to enable more people to have personal budgets to help them decide how best to meet their needs.

Ten services will be registered with the Care Quality Commission (CQC) to provide appropriate registered care and support.

## LEADING LIVES ROLES & RESPONSIBILITIES

### Board (Strategy)

- Long term goals and direction
- Values
- Top line strategy, structure and objectives
- Top line policy formation
- Risk management
- Financial stewardship
- Monitoring and evaluation
- Compliance

### Management (Operations)

- Fleshing out of the strategic plan
- Implementation
- Daily operations and management
- Programming and service provision
- Execution of policy
- Financial management
- Monitoring and evaluation (measurement)

