

Aspire Community Benefit Society Directors' Briefing Pack



Aspire Community Benefit Society is seeking people who want to get involved in transforming learning disability services in Leeds.

Contents

1	An invitation to join the Board of Aspire Community Benefit Society	4
2	Introduction	5
3	Role of the Board	6
4	Role of the Chairperson	6
5	Role of the Directors	6
6	Person Specification	7
7	Recruitment Process	8
7.1	How to Apply	8
7.1.1	Staff Member	8
7.1.2	Staff Member (Trade Union Nominated)	9
7.1.3	Customer	9
7.1.4	Non-executive Director	9
7.1.5	Elected Members from Leeds City Council	9
7.2	Timelines	10
8	Personal Statement	11

1 An invitation to join the Board of Aspire Community Benefit Society

The Learning Disability Community Support Service is Leeds City Council's current in-house provider of care and support services for more than 1000 adults with a learning disability. With a staff team of over 700 we support people to live as independently as possible and to have fulfilling lives.

Like many councils, Leeds is facing a growing demand for social care services at a time when funding is under increasing pressure. To meet this challenge the Learning Disability Community Support Service has developed proposals to set up a social enterprise in the form of a staff-led public service mutual with the intention to spin out of the Council in Spring 2015.

The broad term 'social enterprise' means a business that exists to serve a social or environmental purpose. Rather than making private profit which is paid to shareholders, a social enterprise re-invests any surplus back into the organisation for social good. Our social enterprise will be called Aspire Community Benefit Society. It will be a socially responsible employer committed to paying the living wage for new areas of work, creating job opportunities and apprenticeships and raising employment standards in the care sector.

If the proposal is approved in February 2015, we will establish a new service model to deliver a long-term, ethical and sustainable future for customers and staff. The service is highly regarded and the proposal will enable us to continue to deliver the same level of service, by the same members of staff in the same buildings as we do now so that continuity of service will be maintained. We aim to protect and grow our high quality service and retain our position as a trusted provider of choice for customers, carers and commissioners.

In this booklet you will find information about the role of a Board member and details about the selection process including timeline. As a member of our Board you will be instrumental in setting the organisation's strategic direction and ensuring everything that happens within Aspire Community Benefit Society is legal, fair and ethical.

If you are committed to improving the lives of people with learning disabilities, and can help our service to become a successful social enterprise, we invite you to apply.

Sheila Dunham
Chairperson
Aspire CBS

Andy Rawnsley
Head of Service
Learning Disability Community Support Service

2 Introduction

The Leeds Learning Disability Community Support Service is Leeds City Council's in-house provider of care and support services for adults with learning disabilities. The service meets the needs of some of the most vulnerable citizens in the city whose requirements range from advice and support for managing their own affairs through to those with complex multiple needs who require hands-on personal care with all aspects of their lives, including assistance with eating, bathing and postural management.

The purpose of the service is to deliver the very best care and support services and outcomes to both customers and their families to ensure that they can benefit from all that the city has to offer. These services are provided through three main functions: supported living services, respite/emergency care services and fulfilling lives services. The service has a workforce of over 700 staff and operates with a budget of over £20m.

The Learning Disability Community Support Service has come a long way over the last five years and has undergone a significant transformation through the Independent Living Project and Day Services Modernisation. These programmes are delivering the types of services that will meet the needs and aspirations of some of the city's most vulnerable citizens both now and in future years. The service now has a solid base and a model of delivery that people want, being delivered by staff at a consistently high standard, with high levels of customer regard and carer satisfaction. Increasingly the service is more integrated, with customers and staff becoming more involved in the communities in which they live and work. This is achieved through involvement in tenant schemes, being co-located in sports centres and other community bases and bringing life back to community cafes in some of the city's parks and countryside.

The proposal to provide the Learning Disability Community Support Service through a social enterprise model will lead to the TUPE transfer of staff from the Council. The social enterprise will be an exemplar employer and current staff will continue to enjoy the Council terms and conditions of employment which apply at the point of transfer.

There is strong support for the development of a social enterprise which offers an exciting opportunity to realise the Council's ambition to become smaller and more influential and support the development of civic enterprise from within, particularly when set within the context of the comprehensive spending review and increasing demographic pressures. By taking this approach the service will find itself in a much stronger position to provide long term continuity of care to those customers and families with whom it has built up such strong links, and from whom it has enjoyed such strong support over the years.

3 Role of the Board

The Board will be the governing body of Aspire Community Benefit Society. Being a board member will provide a challenging, rewarding and enjoyable opportunity to not only use and develop your own skills, but play an important role in the future of learning disability services in Leeds.

Under the Rules of Aspire Community Benefit Society, the Board will be made up of up to 15 directors and an independent chairperson. The directors will be:

- 3 members of staff of any tier (one representing each of the three geographical areas of Leeds) directly elected by employees;
- 3 staff members directly nominated by Trade Unions;
- 3 customers (one representing each of the three geographical areas of Leeds) directly elected by members of the Customer Council;
- 3 non-executive directors selected by the Chairperson and Chief Executive following an open recruitment process; and
- 3 Councillors nominated by Leeds City Council.

The Board will meet bi-monthly, probably during the day, although this has yet to be confirmed. There are different routes for election/nomination to the Board dependent upon which of the above categories is applicable to you. For full details please see to 'recruitment process' section of this document.

4 Role of the Chairperson

The Chairperson is responsible for leading the Board. The Chairperson will ensure the Board functions properly and that it focusses on its key tasks of setting and implementing the aims of Aspire Community Benefit Society. As an ambassador for the social enterprise, the Chairperson will be the public face of Aspire Community Benefit Society.

5 Role of the Directors

Directors, individually and collectively, are responsible for the governance of the social enterprise. Each director has a legal duty:

- to act in the best interest of Aspire Community Benefit Society;

- to act honestly;
- of care and diligence;
- of confidentiality; and
- to declare any conflict of interest.

Directors will need to have an interest in what the social enterprise is aiming to achieve and be committed to the values of the organisation. They must not have been disqualified from being a director of a company. Directors must be willing to share their experience, skills and knowledge, work as part of a team and attend training. Directors must be able to devote time and energy to attending Board meetings and must understand they are accountable for decisions made by the Board. The term of office for a Director is up to three years on a rotation. There is no remuneration for the post but you will be able to claim for out-of-pocket expenses. Meetings attended by staff Directors will be counted as worked time.

6 Person Specification

The most effective Boards are ones which include a diverse range of backgrounds, experiences and skill sets. The person specification below sets out what we are looking for from all prospective Board members. **Please feel you can apply even if you do not meet every criteria.** Training for Board members will be provided.

Passion and Commitment

- Interest in and commitment to our vision and key messages;
- A readiness and ability to play a role in raising awareness;
- Fair, impartial and open to new ideas;
- A commitment to the key Valuing People principles of rights, independence, choice and inclusion.

Skills and Experience

- Business development experience;
- Finance skills with a commercial track record;
- Legal skills in the context of a social enterprise;
- IT and infrastructure expertise in the context of geographically dispersed workforce;
- HR and personal development skills;
- Marketing/public relations expertise;
- Social enterprise sector experience;
- Experience of attracting investment;

- Ability to think creatively and strategically, demonstrating good judgement and analytical ability;
- Good communication, team-working and interpersonal skills, demonstrating tact, diplomacy and the ability to build and manage strong relationships and networks;
- Ability to negotiate;
- Ability to command respect among local, regional and national stakeholders – acting as an ambassador for the vision;
- Experience of being a recipient of care and support services and the factors that make this a positive or negative experience.

Eligibility

- An understanding and acceptance of the role and responsibilities of Board members;
- Willingness to devote the necessary time and effort, including attending Board meetings and occasional daytime and evening events.

7 Recruitment Process

7.1 How to Apply

7.1.1 Staff Member

We are seeking to recruit three members of staff to the Board – one from each of the three geographical areas. To register your interest in being elected please complete the personal statement form and email to carol.benson@leeds.gov.uk (quoting 'Aspire Board' in the subject line) or mark your envelope 'private and confidential' and post to:

Carol Benson
Learning Disability Community Support Service
Roseville Skills Building
65 Roundhay Road
Leeds LS7 3BQ

For an informal discussion prior to submission, please ring Neil Morrisroe or Andy Rawnsley on 0113 378 1919. Personal statements must be received at Roseville by 12 noon on Wednesday, 21st January 2015. These will be circulated to staff who will be invited to read the personal statements and vote for one candidate for the geographical area in which they work.

7.1.2 Staff Member (Trade Union Nominated)

Trades Unions will make their own arrangements to nominate three representatives who are members of staff to the Board by 11th February 2015.

7.1.3 Customer

Customer Involvement Co-ordinators will support customer members of the Customer Council to develop an understanding of the role of a director, decide if they wish to put themselves forward for election and, if so, to prepare their personal statements. Customers will present their personal statement to a special meeting of the Customer Council at which customer members will vote for one candidate for each of the three geographical areas.

7.1.4 Non-executive Director

We are seeking to recruit three non-executive directors to the Board. To register your interest in being recruited please complete the personal statement form and email to andrew.rawnsley@leeds.gov.uk (quoting 'Aspire Board' in the subject line) or mark your envelope 'private and confidential' and post to:

Andy Rawnsley
Learning Disability Community Support Service
Roseville Skills Building
65 Roundhay Road
Leeds LS7 3BQ

For an informal discussion prior to submission, please ring Andy Rawnsley on 0113 378 1919. Personal statements must be received at Roseville by 12 noon on Thursday, 29th January 2015. These will be reviewed by the Chairperson and Chief Executive and shortlisted candidates will be invited to attend for interview. Following interviews the successful candidates will be invited to join the Board.

7.1.5 Elected Members from Leeds City Council

Leeds City Council will make its own arrangements to nominate three Councillors to the Board by 11th February 2015.

7.2 Timelines

Staff Member	
07/01/15	Share information about the role of a director and process for election of staff representatives to the Board via Future Matters and e-mail
09/01/15	Invite staff who wish to put themselves forward for election to submit a personal statement (max 250 words) which will be circulated to staff to aid them in deciding who they wish to vote for. Deadline for statement to be received at Roseville: 21/1/15.
21/01/15	Compile all personal statements received by deadline for each geographical area and distribute one set to each service together with voting slips. Advise postal vote to take place between 28/1/15 and 12 noon on 11/2/15.
28/01/15	Undertake staff postal vote for representative Directors of the Board based on a simple majority of votes cast in each geographical area and received by close of vote.
11/02/15	12 noon: closing date for staff votes
Staff Member – Trade Union Stewards	
19/12/14	Invite Trades Unions to nominate 3 staff member trade union stewards to the Board of Aspire by 11/2/15
Customer	
13/01/15	Customer Involvement Co-ordinators work with customer councillors to share information about what a social enterprise is, the proposed structure for Aspire and develop understanding of the role and responsibilities of being a director. Support customers to consider whether they wish to put themselves forward for election to the Board. Support customers who do want to put themselves forward to write a short statement about why people might vote for them in readiness for presenting at a special customer council meeting.
10/02/15	At a special meeting of members of the Customer Council, customers who are putting themselves forward for election present their personal statements. Customer councillors present vote for 3 customers (one from each geographical area) to represent them on the Board based on a simple majority show of hands.
Non-Executive Directors	
08/01/15	Advertise for applications from people interested in becoming non-executive directors on the Board of Aspire. Share information about Aspire and role of NED. Deadline for applications to be received at Roseville: 29/01/15
w/c 8 th	Opportunity for potential applicants to ask questions via informal telephone discussions.
29/01/15	Closing date for NED applications.
w/c 29th	Sift applications and invite shortlisted candidates to interview.
5 - 11 Feb	Interviews for prospective NEDs take place between 5th and 11th Feb.
Elected Members	
08/01/15	Invite Leeds City Council to nominate 3 Councillors to the Board of Aspire by 11/2/15
Executive Board & Appointment of Directors	
11/02/15	Executive Board meeting at which final decision taken as to whether or not we can spin out of the Council and deliver the service as a Social Enterprise
12/02/15	Provide feedback to staff and stakeholders (via e-mails/letters) on the outcome of Executive Board and the appointment of the Directors to Board of Aspire.

8 Personal Statement

This form is for the use of potential staff directors, customer directors and non-executive directors of the Board of Aspire Community Benefit Society. Leeds City Council and the Trades Unions will make their nominations directly to Aspire and do not need to complete this form.

Name:

Home Address:

Post Code:

Service in which I work:
(staff only)

Phone No(s):

Home

Work

Mobile

I am interested in becoming a:

staff director / customer director / non-executive director*

(*please delete as appropriate)

For staff and customers only:

I am interested in the SSE / ENE / WNW area of the city*

(*please delete as appropriate)

I feel I have the qualities necessary to become a director of the Board of Aspire because:

(You may type or write your personal statement. You may add extra pages as required but remember the maximum number of words allowed is 250.)