



BRIEF DESCRIPTION

REDES is a non-profit social intervention co-operative that provides care services in some of the most disadvantaged neighbourhoods of Madrid in Carabanchel.

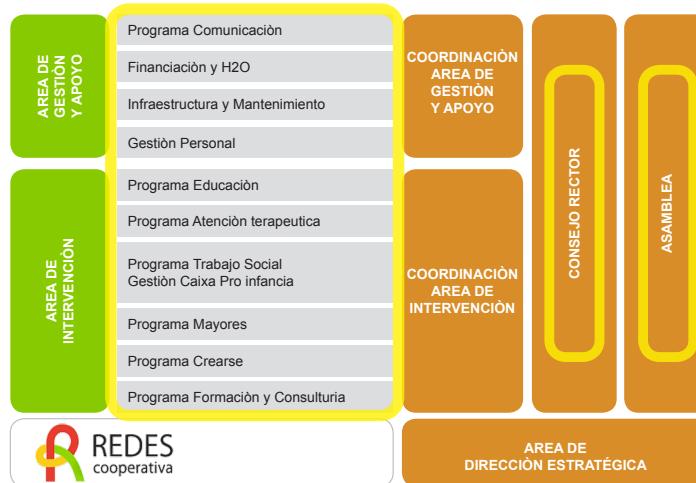
It was founded by a group of women who were taking part in a project to care for elderly people, and wanted to convert their activity from a voluntary to a professional basis. They formed to co-operative to provide education, social work and auxiliary geriatric services to two neighbourhood associations.

It has now grown to employ 49 people. Of these 17 are members, and a further 3 in the process of becoming members. The remaining 29 are employees. The range of different professions involved includes psychologists, social workers, social educators, speech therapists, geriatrics assistants, physiotherapists, career counsellors and lawyers. Business has grown steadily, and the co-operative now turns over €1 million a year. In 2006 it took on the role of co-ordination of a national project against child poverty.



GOVERNANCE MODEL

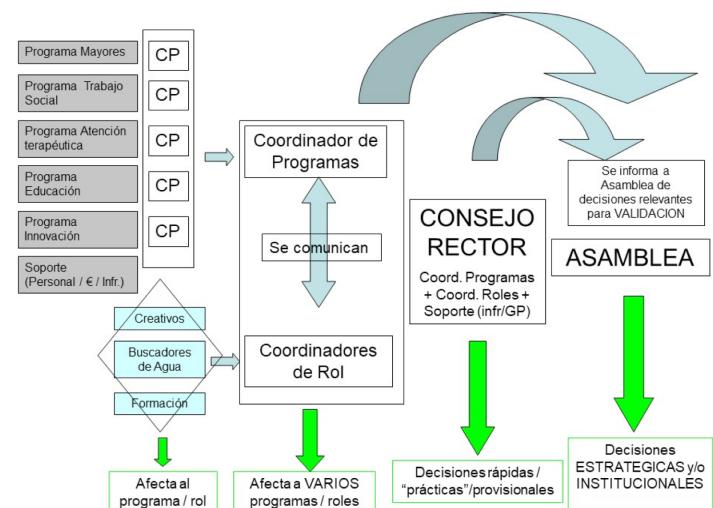
The co-operative's governing bodies are the Assembly and the Governing Council, as shown on the diagram below:



Democratic functioning is ensured through a principle of transparency, ensured by the cascading of information between the four levels of governance. Strategic and institutional decisions are taken by the Assembly, which at present has 15 members, and meets 10 times a year. Urgent practical or provisional decisions are taken by the Governing Council (board), which brings together representatives from all work units. It then asks the Assembly for its approval.

Management decisions fall under two co-ordinators, the Programme Co-ordinator and the Role Co-ordinator.

The heads of the six programmes report to the Programme Co-ordinator. This decision-making flow is shown on this second diagram:



Participation is enhanced through a system of committees which allow workers to contribute to specific areas of work. Information is shared with all Assembly members through a weekly newsletter. In 2013 the co-operative introduced Design Thinking techniques.

Accountability is buttressed by an audit committee ('Intervention') appointed by the Assembly, which reviews the annual accounts and social and accounting documentation. A further level of control is the strategic plan, which is evaluated every three years.



START
DATE: 1998



LEGAL FORM:
**Nonprofit Social
Co-operative**



N° EMPLOYEES:
49



SOCIAL IMPACT

REDES offers care services to 1,000 people. The quality of its work is high because its highly participatory way of working raises morale and ensures a stable team.

Workers are fulfilled by their work, and can

communicate opinions and make suggestions for improvement.

The co-operative is involved in solidarity networks and has built alliances with other organisations which enable it to address problems at a higher level.



STRENGTHS

- Culture of care, emotional support and listening.
- Priority to sense of identity, selection processes and space for strategic reflection.
- Time and organisational flexibility .
- Structured system of information sharing to maintain trust.
- Internal flexibility: during the economic crisis, the members' salaries were reduced to ensure that works and suppliers could be paid.



WEAKNESSES

- Work overload due to multitasking.
- Difficulty in allocating resources to address the continual challenges.
- Difficulty in transmitting knowledge and attitudes to new members.

REDES

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RIGHTS TO GROW
information consultation
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