



**START DATE: 1998**



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



**N° EMPLOYEES: 49**

**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. Different professions involved include:



**GOVERNANCE MODEL**

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



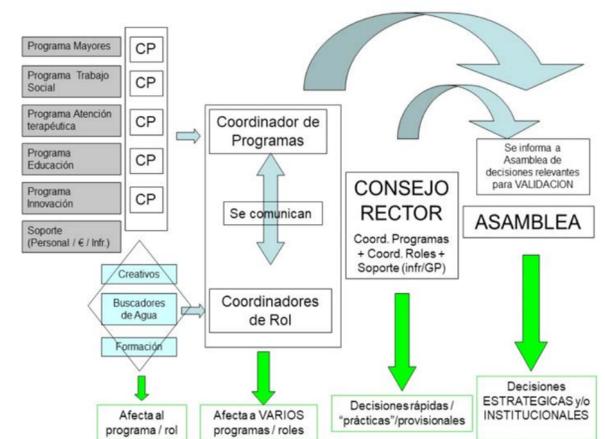
Democratic functioning is ensured through a principle of transparency, ensured by the cascading of information between the four levels of governance. Strategic and institutional decisions are taken by the **Assembly**, which at present has **17 members**, and meets **10 times a year**. Urgent practical 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.



**Turns over €1 million a year. In 2006 it took on the role of co-ordination of a national project against child poverty.**



**SOCIAL IMPACT**

**REDES** offers care services to 1,000 people. 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.



**WEAKNESSES**

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