

# Independent Non-Executive Director

## Board Recruitment Pack

Leading **Lives**

Your life / Our support

Please get in touch if you are keen to make the Leading Lives difference by becoming a Non Executive board member



# Welcome to Leading Lives

Thank you for your interest in joining the Leading Lives Board.

This is a pivotal time for our organisation as we continue to strengthen our services, governance and social impact.

As an employee-owned social enterprise, our Board plays a vital role in safeguarding our values while supporting sustainable growth.

We are seeking an Independent Non-Executive Director who shares our commitment to co-operative working and can bring strong business insight to our next phase of development.

## Support We Offer

We offer a range of services for people with learning disabilities, autism and complex needs across Suffolk and neighbouring counties. We work with all our customers to develop a support package that is right for them and their families.

### Our services include:

- **Daytime, evening and weekend activities in our Hubs and in the Community**
- **Opportunities for Young People** - including Night Hubs, Summer Clubs and Short Breaks
- **Short Breaks** - providing respite care for family/carers and exciting breaks for adults and young people with learning disabilities
- **Support to Live at Home** - providing 24 hour supported living arrangements either as an agency or in a selection of homes.
- **Supported Independence** - a personal assistant service providing 1:1 support in the home and in the community
- **Short Term Enablement Services** - using our expertise to support you to plan your care packages, finances and personal budgets.



# Welcome from our CEO

## From Lucy, our Chief Executive Officer

Thank you for your interest in joining the Board of Leading Lives.

Leading Lives is an employee-owned, values-led social enterprise, proud to deliver high-quality social care across Suffolk. We support people with learning disabilities, autism and other support needs to live the lives they choose - and we do so with compassion, professionalism and a strong sense of shared responsibility.

This is an important moment for our organisation. As we continue to develop and strengthen our services, governance and long-term sustainability, the role of our Board has never been more critical. Our Board plays a vital role in safeguarding our values, supporting strategic ambition and ensuring that we remain focused on quality, people and impact.

We are seeking to appoint an Independent Non-Executive Director who can bring strong business and commercial insight, alongside a commitment to co-operative ways of working. You will work with a diverse and engaged Board, elected employee shareholders and an experienced executive team, providing support, challenge and independent perspective.

In return, this role offers the opportunity to make a meaningful difference — helping to shape the future of a locally rooted organisation that puts people at the heart of everything it does.

I hope this pack gives you a sense of who we are and why this role matters. I would warmly encourage you to consider applying and becoming part of Leading Lives' next chapter.

With my best wishes,

**Lucy Humphrey**  
Chief Executive Officer  
Leading Lives



**LeadingLives**  
Your life / Our support

# About Leading Lives

Employee-owned, profit-for-purpose social enterprise based in Suffolk.

We deliver high-quality social care for people with learning disabilities, autism and other support needs.

All CQC-inspected services rated 'Good'.

Surpluses are reinvested into services, colleagues and our local community through our Community Benefit Fund.

Over 14 years of independent trading, with multiple local and national awards.

Leading Lives guiding principles are formed around four pillars that form a solid foundation, each one shapes our ambition of what is most important to Leading Lives now and into the future.

Together these core principles alongside our values shape our organisations culture.

1. **People**
2. **Impact**
3. **Quality**
4. **Sustainability**



# Our Purpose, Vision & Values

## Purpose:

Supporting people to live the lives they choose.

## Vision:

A strong, sustainable organisation with people and quality at its heart.

## We operate in the spirit of the Co-operative Values and Principles.

Our values shape how we govern, lead and deliver services every day.

Making the  
Leading **Lives**  
Difference

[www.leadinglives.org.uk](http://www.leadinglives.org.uk)



# Why Join our Board?

- Make a genuine social impact across Suffolk.
- Influence strategy and long-term sustainability.
- Work within a values-led, employee-owned organisation.
- Be part of a collaborative Board with a commitment to learning, openness and good governance.
- Use your experience to support and challenge constructively.
- Our Board is made up from a mixture of elected employees, Ex-officio's and Non Executive Directors.



Sue Putters, NED  
Chair & Treasurer



NED -  
is this YOU?



Paul Attrill



Alastair Macartney,  
Secretary



Lucy Humphrey,  
Ex-officio

## Leading Lives Board 2026/2027



Charlene McKechnie



Nicky Lawrence



Phil Montanjees



Sarah Williams



Harry McDonald

# The Role

## Independent Non-Executive Director (NED) – Business/Commercial Experience

Leading Lives provides high-quality social care support for people with learning disabilities, autism and other support needs across Suffolk, at home and in the community.

We are an employee-owned, profit-for-purpose social enterprise. Any surplus is reinvested into our services for the benefit of the people we support, our colleagues and the local community through our Community Benefit Fund.

We have traded independently for 14 years, bringing decades of collective experience in social care. We have won numerous local and national awards, and all of our CQC-inspected services are rated 'Good'.

We are seeking an Independent Non-Executive Director (NED) to join the Leading Lives Board and bring strong business/commercial insight to support our next phase of development.

The role requires a commitment to co-operative ways of working and the ability to quickly understand Leading Lives' core business, purpose, vision and strategic ambitions.

You will bring a track record of focusing on key business objectives, identifying and evaluating growth opportunities, and demonstrating impact and value. You will be comfortable interpreting external market conditions, understanding performance reporting and internal controls, and constructively scrutinising business performance.

You will understand directors' statutory duties and the role directors play within a co-operative society, including the regulatory framework and democratic governance structures, policies and processes (including succession planning).

We are particularly keen to hear from candidates with a business/commercial background who can share their knowledge and experience with the Board and senior leadership team.

## Our Board

Since Leading Lives was established in 2012, our Board has been made up of elected and appointed employee shareholders, alongside two Non-Executive Directors.





# RESPONSIBILITY

## Key Responsibilities

- To provide independent strategic insight to the board.
- Work alongside the CEO/Exec team to ensure that the board fulfils their governance duties and responsibilities.
- To ensure that the board reviews, mitigates and addresses risks.
- To work collaboratively with the CEO and Exec team to embed Leading Lives strategic vision, objectives and ambitions.
- To establish a strong, effective and constructive relationship with the CEO and Exec team to ensure they are held to account in delivering Leading Lives strategic ambitions.
- To work with the Leading Lives Board to ensure that the governance of the Cooperative is as effective as possible and in the best interest of the business and its shareholders.
- Support the development and the performance of the Board.
- To support strategic planning of Leading Lives activities alongside the Exec team.
- To join a subcommittee of the Board and other forums of interest.
- To visit services and engage with colleagues as required to gain an understanding of the breadth of Leading Lives' services.

# Personal Attributes and Skills

## Facilitation Skills:

Able to support, develop and build the confidence of the elected Board.

Able to keep Board members engaged and ensure decisions are taken in the long-term interests of Leading Lives, recognising that no NED has a second or casting vote.

Able to ensure Board members receive appropriate support, information and time to fulfil their duties—representing the membership while making sound business decisions in the interests of the organisation and its shareholders.

## Strategic thinking

Able to digest, interpret and simplify complex matters and retain focus on key issues of strategic importance.

## Commitment

**Demonstrates a commitment to:**

- Operate in the spirit of the Co-operative Values and Principles.
- The Co-operative's purpose, vision, values and strategic ambitions.
- Operate in the best interest of the Co-operative rather than for personal gain.
- Ongoing learning and development.
- Positivity and perseverance and an ability to remain motivated and resilient at times of difficulty or adversity.

## Constructive Questioning

Able to constructively challenge and question, and give and accept feedback, assertively without causing defensiveness or conflict. Able to listen attentively, communicate clearly, frankly and openly.

## Independent thought & judgement

Demonstrates assertiveness and moral courage, is self-assured and positive and operates with honesty and integrity at all times.

## Leadership

Demonstrates accountability and an ability to inspire others by displaying confidence and conviction, embracing change, defusing conflict and taking action under pressure and in difficult circumstances.

## Team working

Demonstrates a willingness to work collaboratively and co-operatively to achieve a shared goal.

## Interpersonal skills

Demonstrates strong communication and negotiation skills, with the ability to influence and build effective relationships.

# Person Specification

## Experience

### Essential

- Previous experience of being a Board member.
- Significant senior business/commercial experience (for example, strategy, finance, growth, transformation, operations or risk).
- Understanding of directors' statutory duties (and not being disqualified from acting as a director).

### Desirable

- Previous experience of working in a value driven organisation
- Knowledge of and experience of working in a social enterprise or a workers Cooperative or employee owned business.
- Understanding and experience of working in regulated services.
- Knowledge of the social care sector, ideally from working within or alongside services delivering social care support.

## Role Description

### Location:

Board meetings are held in Ipswich. Some additional in-person presence across Suffolk will be required (agreed in advance).

### Time commitment:

Approximately 1 day per month, including Board and sub-committee activity:

- Board meetings (quarterly, 9.30am–3.00pm).  
2026 dates: 7<sup>th</sup> May, 6<sup>th</sup> August, 5<sup>th</sup> November.
- Annual General Meeting and Awards Ceremony:  
25<sup>th</sup> September (6.00pm–10.00pm).
- Other activities may include meetings with the CEO/executive team, attendance at quarterly managers' meetings (as agreed), membership of a Board sub-committee, and other forums as required.
- Annual strategic away day.





# Key Terms

## Remuneration

£6,500 per annum (plus reasonable travel expenses, in line with policy).

## Term

Three years, with the option to stand for re-appointment for up to three terms in total (subject to review).

Appointment is subject to a review at least every three years. The Committee may remove an independent non-executive member at any time by resolution, in line with the organisation's governance arrangements.

## Objective

To support the Board to fulfil its duties and responsibilities as a co-operative society (registered under the Co-operative and Community Benefit Societies Act 2014).

# How to apply

Please submit a CV and short covering statement outlining your experience and interest to

[recruitment@leadinglives.org.uk](mailto:recruitment@leadinglives.org.uk)

Informal conversations are welcomed prior to application.

Closing date will be 5<sup>th</sup> June and interview details will be confirmed.

We welcome applications from people of all backgrounds and experiences.

# LeadingLives

Your life / Our support

[www.leadinglives.org.uk](http://www.leadinglives.org.uk)

