



Calman Trust – Introduction and Context

1. Organisational Overview:

Calman Trust ('Calman') is a Company Limited by Guarantee and a recognised Scottish Charity. The organisation was established in 1998 for the purpose of improving the life chances of vulnerable and disadvantaged young people aged in the Highlands who are at risk of poverty and exclusion.

The Calman vision is a society where all young people are valued and are empowered to achieve their full potential.

Our mission is to improve the future prospects of the young people with whom we work by providing appropriate support, training and work opportunities so they can become resilient, healthy, contributing and independent adults.

The organisation comprises the Calman Trust charity and trading subsidiary, Calman Enterprise, a company limited by shares, of which Calman Trust is sole shareholder. The focus of Calman Enterprise activity is the trading activity of our Inverness-based Café Artysans operation. Each entity has a voluntary Board of Directors, with some limited crossover of membership to ensure that governance decision-making reflects a shared understanding of the organisation's purpose and aims.

Currently (February 2022) Calman Trust employs 32 staff, of whom 21 are full-time and 11 part-time (28 FTE). This figure includes young people employed in supported jobs in Café Artysans, who are learning while they work. Following the onset of Covid 19, a team of volunteers supported the delivery of cookery classes linked to community participation. Following the onset of Covid, these opportunities for community engagement were suspended, now being revived gradually.

2. Working with Young People to Discover their Future

Calman Trust is a youthwork organisation that has evolved continuously in order to respond to the changing needs of young people who are at risk of longterm exclusion and poverty. The organisation was formed pre-2003 homelessness legislation to offer support to young people who had nowhere to stay after family breakdown but could not access public sector services, as they had not been looked after by the local authority. In 2008/09 we added a learning service as a means to averting young people from the chaos of homelessness by equipping them to manage daily living and future employment. The opening of our Café Artysans social enterprise in 2010 lies at the heart of this plan, a means to providing a supportive experience of the world of work that has the power to accelerate the young person's development.

The essence of the Calman offer is therefore a holistic package of learning activity addressed to the young person's interests and choices, combined with individualised support to enable the young person to manage the barriers that would potentially prevent them from achieving

these . From bases in Inverness and Invergordon, we currently provide support and/or learning opportunities to upwards of 100 young people annually who are referred by Education, Health, Social Work, Employability, SDS, voluntary youth services, also family and friends. These young people are affected by mental health issues, disability, non-attendance in education, care experience; typically they have experienced years of low educational attainment and have limited sense of personal agency.

Awareness of the impact of adverse childhood experiences runs through our work. Founded on a commitment to relationship, we look to offer a safe, trusted place where young people can learn to relax, give voice to what concerns them and the support they want, ultimately towards learning new behaviours to achieve their goal.

Against this background, the Calman offer is based on a model of 'learn by doing', whereby through engagement in practical activity from cookery classes through to employment, young people can develop the skills and behaviours they will need in future life and work. By measuring their progress in simple competencies, young people are empowered to understand and own their progress. In the process they develop a sense of agency that prepares them to manage life beyond Calman. A digital iteration of the young person's learning experience provides opportunity for reflection and reinforcement.

Early action to develop capability helps to prevent future crisis, and in this context we look to develop HasAnswers, a prototype digital application accessible by smartphone, that can enable young people to manage the challenges on the way to independent adulthood. Working with Highland Council, we therefore look to develop HasAnswers to address early the issues that can result in youth homelessness and marginalisation, and to providing practical support where this is needed.

3. Enterprising Activity

In March 2020 we closed two enterprise outlets, our Ness Soaps social enterprise which had been acquired with access to its building next to Café Artysans, plus an Artysans outlet 10 miles away in Muir of Ord. These actions were taken with the aim of consolidating the Café Artysans offer in Inverness, including the new Justice Centre contract, and harmonising the learning offer through opportunity for seamless skills building.

Our Café Artysans social enterprise is a busy commercial food business, delivering a professional service that compares with mainstream outlets across the city. Young people at various levels of learning are integral to the Café Artysans team. Consistent with the organisation's 'learn by doing' principles, every customer transaction is a learning activity, and operating at this level, in a real business with real customers enables young people to develop a robust skillset. This includes transferable skills which prepare the young person for employment in general, plus industry specific skills for those who want to work in the sector, a vital part of the Highland economy. Young people coming through Café Artysans have described the benefit, the fact that this is a real workplace, not pretend, giving confidence that their learning will stand up in future employment.

Since established in 2010, Café Artysans has built a strong track record of delivering on social impact. This was recognised in 2013 with the Social Enterprise Scotland award for Education and Training, and in 2015 in the award of Social Enterprise Champion to our Chief Executive. Through time, as across the organisation, whilst looking to strengthen the business, we have adapted the Café Artysans offer in response to environmental change.

Where young people were previously introduced to work experience after they had attained core competencies through early informal engagement, the addition this year of a cold process kitchen and hot kitchen, both non-customer-facing, is designed to enable engagement in work experience from an early stage. This is addressed to the needs of the more vulnerable young people, further from the world of work, who are typically referred to Calman Trust; for example, it helps to avoid the need for transition from informal participation to formal engagement in a work environment, a step-change that young people increasingly found difficult to navigate, reflected in increased drop-out. Instead of some distant aspiration, a day in the workplace now becomes attainable from an early stage, with support to manage personal barriers and sustain progression. The impact has been transformational. Young people facing significant challenges see themselves in work alongside industry professionals, wearing their employer's uniform, fulfilling business needs, and in the process, they adopt the behaviours that are appropriate in this environment, a foundation on which to build.

They also provide a basis for future consolidation of the learning experience in the form of an internal employability pipeline linked to progression support, a unique selling point in terms of opportunities available to young people in this area. At a time of change in commissioning and funding arrangements, the social benefit delivered through this model, evidenced in practice, is a strong distinguishing feature.

Business-wise, by providing the operational capacity to expand the Café Artysans catering and events service, including the catering contract for the new Inverness Justice Centre, these developments provide the potential for significant growth and scope for product diversification, an important and ongoing area of work.

4. Organisational Values

In all our interactions at Calman Trust, we look to exemplify the values that underpin the organisation's work with young people:

- Our purpose is to support young people to progress towards a sustainable independence.
- We aim to provide throughout the organisation a model of community based on respectful, kind relationships that exemplifies the behaviours and values that will enable community participation.
- Change is sustainable when it is meaningful and relevant.
- Within a supportive environment, the Calman approach seeks to enable the young person, never doing things *to* or *for* them.
- A focus on solutions shows young people how to work towards a solution in their own their life.
- We will not judge others or be critical of their motivations and choices.
- Each young person is valuable and to be shown care, respect and absolute support to achieve their goal.
- Challenge done sensitively can produce growth and encourage desired change.
- Creative fun and inspiration are essential tools in building an effective working relationship.
- A shared commitment to good practice will provide a basis for sustainable partnership.

5. Sources of Funding

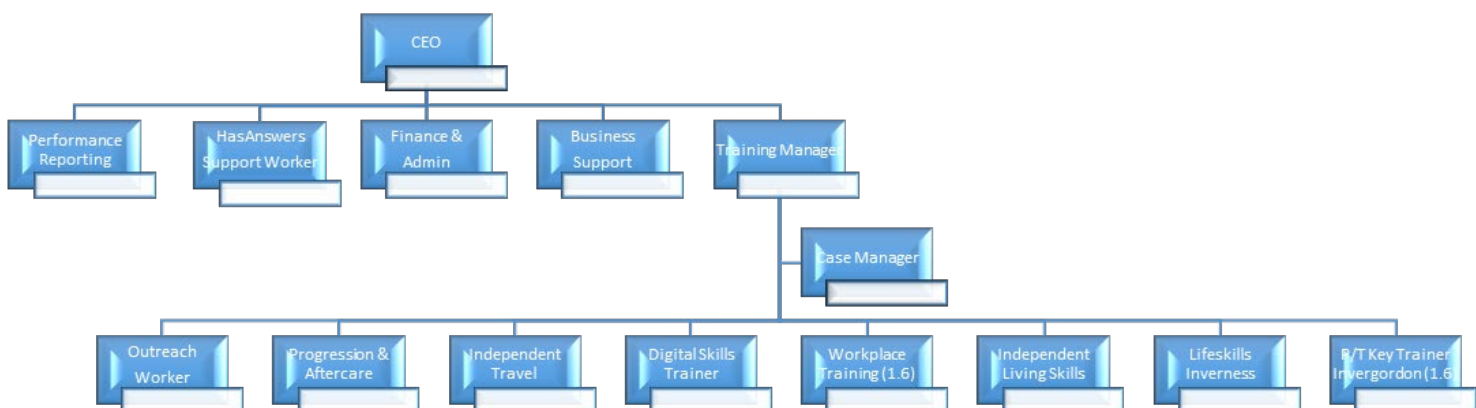
Calman Trust operates a mixed funding regime. The organisation has delivered on public sector contracts since 2003. This is complemented by charitable funding and a working relationship with key funders, including Inspiring Scotland (since 2010), BBC Children in Need, Henry Smith Charity, National Lottery, Life Changes Trust, Skills Development Scotland and Highlands and Islands Enterprise.

It is in the nature of social enterprise, that in order to meet all costs attached to the participation of young people, the income generated by Calman Enterprise through Café Artysans, this year over £280,000 turnover, requires supplementation. Since 2009-10 the organisation has used European Structural Funds to help deliver such impact and extend the reach of our services, an arrangement that will come to an end in December this year. Consistent with the organisation's history of evolution and adaptation therefore, it is expected that the next period will necessitate review and realignment of organisational delivery and priorities, in adjustment to the removal of such funds, and as always, with service to the area's young people at the centre.

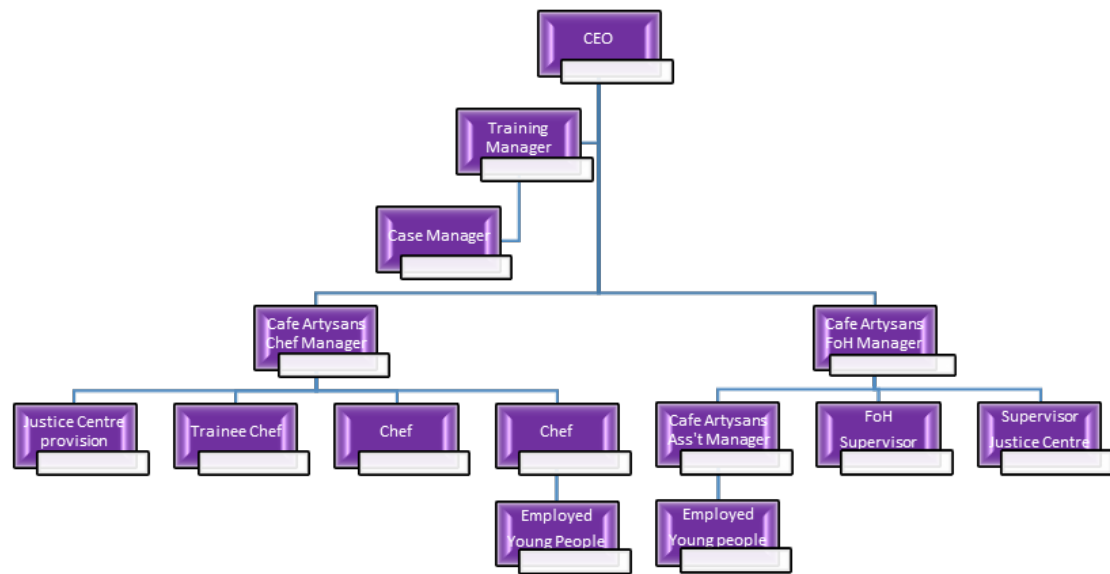
6. Reporting Structures, including Board arrangements

As indicated above, a Board of Directors provides the governance role in respect of Calman Trust and Calman Enterprise legal entities, respectively. Membership of these Boards is aligned to the organisation's purpose and operation. Normally, each Board meets quarterly, receiving a report from the Chief Executive. Since onset of the pandemic, joint meetings of the two Boards have ensured understanding of priorities as these bear on each entity. The organisation's staffing and reporting structure, both entities, is provided below and overleaf.

Calman Trust – Reports to Calman Trust Board



Calman Enterprise – Reports on Sales Performance/Priorities to the Calman Enterprise Board



February 2022