



Calman Trust CEO - Background

1. Organisational Overview:

Calman Trust ('Calman', Gaelic for Dove) 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 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 Calman Group 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 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 (August 2025) Calman Trust employs 18 staff, of whom 10 are full-time and 8 part-time. This figure does not include young people employed in supported jobs in Café Artysans, who are learning while they work.

2. Working with Young People to Discover their Future

The Calman service to young people is grounded in the belief that past circumstances should not rule out the opportunity to have a fulfilling life. We offer early intervention opportunities which enable young people to take the first steps towards developing the skills and behaviours needed to manage independent living, progressing ultimately to work-based learning and job opportunities. Our delivery is person-centred and trauma-informed, enabling individuals to join or move on at stages appropriate to their choices and readiness. Progress is measured in personal learning outcomes towards a personal goal, rather than set timeframe, ensuring sustained progression. <https://www.youtube.com/watch?v=G49-rQigbqk>

Those who come through the organisation face significant personal challenges. They may not have attended school, been excluded, or have left without a plan. They have poor self-image or expectations, anticipate failure, and find themselves predisposed to homelessness, unemployment, and long-term poverty. They experience poor mental health, reflected in high levels of anxiety or diagnosed depression, complex family pressures and the effects of earlier trauma. Many have been identified as neurodivergent or affected by learning disability/ difference and experience emotional and behavioural difficulties in a social setting. Often there is limited support from family or other networks, who may face similar issues. Increasingly, we see the impact of online participation, with individuals adopting views and behaviours from social media that impact their participation in 'the real world'. Young people still reeling from experience of the pandemic, feeling they have no stake in the world, living online, rejecting regular authority and leadership models, and adopting extreme or sometimes misogynistic attitudes and behaviours. In this context, opportunities to find their voice are especially important.

Taking a relationship-based approach, Calman offers a staged range of activity tailored to the young person. Recognising that future progress is unsustainable if the young person's underpinning needs are not addressed, there is first participation in informal activity of their choice (cooking, walking, art, games, fitness) where they experience achievement, enjoyment, begin to reflect and learn new patterns of behaviour, engage with others, ultimately think about the future, and consider next steps. Work experience follows, learning essential skills for employment in non-customer facing areas at our social enterprise Café Artysans, progressing to more advanced training in customer facing roles.

Last year, Calman Trust supported 84 young people through a programme of early engagement, employability, and work-based training, with an additional 214 benefiting from support through our HasAnswers app.

The positive impact of this individually targeted support is shown in young people's progression from complete disengagement to regular participation and readiness for independent living life and/or employment. Of the 84 young people engaging in this programme in 2023/24, 47 progressed within the year from isolation to sustaining participation in essential skills building, which continues. Another 37 progressed to work experience at Café Artysans, of whom 31 went on to employment, further education, or volunteering, with 2 young people withdrawing (offered continuing support).

Café Artysans: Established by Calman in 2010, Café Artysans exists to be a place where young people can develop the skills, knowledge and behaviours they will need in future employment by working in a real business covering real job roles, led by industry professionals. Every business transaction is a learning opportunity, and every penny is used to support this work.

Simultaneously, we look to generate sufficient income through trade in the Café Artysans product range to achieve financial sustainability. Notwithstanding the imperative of young people's training, Café Artysans is thus fundamentally a commercial business. Without the means to survive, there can be no benefit to young people, so there will always be a strong focus on the establishment of Café Artysans as a commercial operation, covering its costs.

A new opportunity has been launched recently in partnership with Barnardo's, aimed at preparing and supporting young people into employment in the priority hospitality and/or customer service sectors. A combination of intensive supportive work experience and extended mentoring, in an initial cohort of 6 participants, all were successful in earning a job offer.

HasAnswers: Continually evolving to meet the needs of young people in a changing world, Calman last year launched the HasAnswers app, which offers young people tailored advice and information on how to find or keep a home or a job, wherever they live in Highland.

Registering as a user gives young people access to information specific to their, age, care status and where they live, also contact details and direct connection to the services across Highland that exist to meet their needs. HasAnswers content is easily updated and amended, able to evolve continually to address the questions that currently matter to young people.

The priority currently is to promote it to young people across Highland, so that they can both learn to manage life for themselves and be connected with those in their area whose role is to help, should they need more support. An effective, affordable and accessible service, in addition to current usage, we look to introduce HasAnswers to school leavers, young tenants and those seeking work across the area. www.hasanswers.org

Work is ongoing also to turn the underlying technology and functionality towards licensing other services to use the young person's HasAnswers, maintained by Calman Trust, and to using the platform to support other client groups. This is an added business opportunity for the organisation, with potential to provide an income stream towards sustainability whilst extending our impact.

3. 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.
- Young people should experience acceptance, not mere tolerance, their choices and goals respected.

- Creative fun and inspiration are essential tools in building an effective working relationship.

4. **Reporting Structures, including Board arrangements**

As indicated above, a Board of Directors provides the governance role in respect of each legal entity, Calman Trust and Calman Enterprise, respectively. Membership of these Boards is aligned to the organisation's purpose and operation. Normally, each Board meets quarterly, with sub-committees formed to address specific subjects.

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