

# FRESH OPTIONS

The background of the entire image is a bright blue sky with a field of tall, golden-brown grass in the foreground. Two silhouettes are visible: one person standing on the left, and another person balancing on their hands, with a third person balancing on their hands. The overall mood is one of achievement and teamwork.

A GUIDE TO


SOCIAL

ENTERPRISE!

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Fresh Options: A Guide to Social Enterprise is brought to you by the Social Enterprise Academy and Determined to Succeed.

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# SOCIAL ENTERPRISE IS WIN-WIN FOR US AND OUR PLANET.

## WHY LOOK FURTHER?



OK, THAT SOUNDS GOOD,

BUT WHAT'S IN IT FOR ME?

Social enterprises are fun to work in. Whether you want to set up an internet retailers, set up a recording studio, or open a restaurant, you can turn your ideas into a business, make some money and learn new skills along the way. Social enterprise results in positive changes for you, your community and often the environment too. Interested?

YES, BUT WHAT IS

A SOCIAL ENTERPRISE?

The usual way to run a business is to sell stuff or services to make as much money as possible. The products or services might not be necessarily help anyone and the money, or profit, goes to whoever owns the company. This way of doing business may be OK, but it only helps a few people to make money.

Social enterprises make money too, but they do useful things for people at the same time and sometimes improve the environment. Also, social enterprises are 'held in trust' which means the group of people who own them have made a legal agreement not to keep the profit for themselves but to invest it back into the company so it can continue to do good stuff for others. Social enterprises can be large or small, local or national or even help people in other countries.



CAN YOU GIVE ME SOME

EXAMPLES OF SOCIAL  
ENTERPRISES PLEASE?

You've heard of Fairtrade? Many Fairtrade companies are social enterprises. Divine Chocolate is one example. Others include the fashion brand People Tree (available at Topshop), or the coffee company, Cafédirect. Fairtrade companies pay a little more than others for the ingredients that they buy from farmers. This helps the farmers and their communities work their way out of poverty.

WHAT IS THE SOCIAL  
ENTERPRISE ACADEMY?

The Social Enterprise Academy worked with Determined to Succeed to bring you this book. Our job is to develop excellent leaders and management in social enterprise as we think it is a brilliant way to help people who are disadvantaged, or who can't get good jobs, or who want to sort out some of the terrible things that are happening to our environment. We work with individuals, organisations, colleges, universities, government and businesses to help social enterprises develop and become as good as they can be.

WHAT OTHER TYPES OF SOCIAL  
ENTERPRISES ARE THERE?

The Big Issue is sold on the streets. The homeless people, or 'vendors' are the people who sell it. They buy the magazine from The Big Issue Company for 80p, sell it to the public for £1.80, and keep the profit. This gives them some cash to sort out a place to live. This is really important because getting a job when you don't have a home is almost impossible.

The Homeless World Cup social enterprise uses football to inspire people who are homeless to change their own lives. They stage a global football tournament every year uniting teams of homeless people and giving them a once in a lifetime chance to represent their country and change their lives forever. The Homeless World Cup generates income from sponsorship and is supported by the likes of UEFA, Nike, Real Madrid and footballers Rio Ferdinand and Didier Drogba.

The John Lewis Partnership is another example of social enterprise. 'The company is owned by its staff, so we all take responsibility for the way it is run,' says Tracey Killen, Director of Personnel at the Partnership. 'We work together to make the business succeed because we all share in its profits.'

Fifteen, the restaurants founded by Jamie Oliver in 2002, run a training scheme for young people who have found it hard to get a job – often because they have had problems with drugs. All the profit from the restaurants goes back into the organisation so it can help more trainees.

SO THAT'S WHY SOCIAL  
ENTERPRISE IS DIFFERENT  
FROM ORDINARY BUSINESS.  
BUT HOW IS IT DIFFERENT  
FROM CHARITY?

If you want to help your local community you could set up a charity. To run things you would have to ask people for donations or special funding organisations for a grant (money given to charities to help them do their work). But they may not want to give you any money, or they may only want to give it to you for a short time! Social enterprises care like charities, but they also make money. If people will buy what you are selling, that will give you an income - which is much better than waiting for grants that you might not get.



# INVERNESS HIGH SCHOOL

## THE REAL BUSINESS

Inverness High School serves part of the city that is not well off, but has ambitions to rival any school in the country. In 2006 they set up their own social enterprise, called REAL, to run businesses for the benefit of the pupils and the wider community.

So far, REAL has set up a market garden, "the farm", and a food retail business. The farm is in one corner of the playing fields and produces all kinds of vegetables. These are sold to local restaurants, as well as through market stalls alongside bread, cheese, jam etc made by other local enterprises. The project aims to bring good, fresh, healthy, locally produced food to as many people as possible, make learning fun for pupils, and turn a profit.

Around 35 pupils have completed a course on how to set up and run the market stalls, which are held on Saturday mornings in villages around Inverness. The young people are dropped off with their produce and generally manage the whole thing themselves. It means an 8.30am start on Saturday mornings, but provides great (paid) work experience.



LISA (AGED 14)

*i'm studying rural skills and i spend some time working in the elds. i enjoy going along to the markets; it's certainly different from class work!*

[www.real-ihs.blogspot.com](http://www.real-ihs.blogspot.com)



## FOOTBALL - A PASSION FOR LIFE

Football is the most popular sport on the planet; it's mind-bogglingly big. But forget about the mega stars and their multi million pound salaries; football at its grassroots can change lives. When David Duke, the 28 year old founder of Street Soccer Scotland, ended up homeless, it was football that got him back on track.

# STREET SOCCER SCOTLAND

In 2004 David became part of the Scotland team for the Homeless World Cup. He was living in a hostel at the time and it was just what he needed. *"We trained twice a week for a couple of months, and I started eating properly again. It's hard to motivate yourself into a routine when you're homeless but I wanted to represent my country so I started eating the right things, at the right times, and cut down on my drinking".*

Getting involved in football again kicked off big changes in David's life; he qualified as a football coach, studied to become a community worker and got back into full-time work. He stayed involved with the Homeless World Cup and in 2007 even coached the Scotland team to victory.

The Homeless World Cup though, is only once a year and David thought how much more could be achieved if support was all year round. So, in March 2009 he left his job and launched Street Soccer Scotland. The organisation has a team of trained coaches whose job is not just to lead football sessions, but to get to know the players individually and gradually help them get whatever support they need to move on in their lives.

David works closely with homeless hostels, charities that help people with drug or alcohol problems, youth projects and many others, to recruit players. Although Street Soccer Scotland has only been going a few months, it already has trouble keeping up with demand. Soon, David hopes to buy a portable five-a-side pitch that can be put on any spare patch of ground, so they can run sessions anywhere.

David says, *"We can't change the world and we can't change everyone who suffers from social deprivation or mishap, but we can help them enjoy themselves, make them feel better about themselves and help improve their social situation".*



## Q&A

### DAVID DUKE

founder and director of Street Soccer Scotland

#### what's been the best thing about setting up a social enterprise?

The best thing is seeing people move on; helping them control their drinking or get through a period of drug rehab, and seeing their skills develop.

#### what's been the hardest thing?

Time! I work seven days a week most weeks, especially just now when I'm coaching the Scotland team for the 2009 Homeless World Cup.

#### what advice would you give to young people just starting out?

Find something you believe in; don't just do a degree or whatever because that's what your parents want you to do. Work hard, set targets and believe in yourself.

#### final question - what chance does scotland have in the 2009 homeless world cup?

As good as anybody's!



*"Football is not just a matter of life and death: it's much more important than that".*

BILL SHANKLEY





# RAG TAG N TEXTILE



## SEW DIFFERENT

Rag Tag n Textile operates two workshops, one near Kyle of Lochalsh and the other on Skye, where it recycles old clothes and textiles and turns them into everything from computer bags to rag rugs. What makes Rag Tag n Textile different is that most of those involved have suffered mental health problems, and many have been out of work a long time.

Rag Tag was set up to teach craft skills and help build confidence, but the products created by the trainees were so good that people wanted to buy them. So what began as a training project gradually evolved into a social enterprise. With the appointment of a business development manager in 2008, Rag Tag started to take off and now has its own label, product range and on-line shop. It's still quite small, but with unique products they're confident they can develop a great niche market.

## IN THEIR OWN WORDS...

### THE PRODUCTION WORKER

Mary became a trainee at Rag Tag n Textiles in 2007 after being unemployed for several years through stress and depression. Within six months she had developed so much that she was offered a part-time job there and now makes cushion covers, bags, pinnys and other items for sale. Mary says, *"I never thought I would ever do this kind of work, making lovely things. The atmosphere here is always so happy; it's just a fantastic place"*.

### THE VOLUNTEER

Imogen is about to start university and is working as a volunteer over the summer, "Answering phones or doing whatever needs to be done". Imogen spent time at Rag Tag during previous holidays and has gained a huge amount. *"I love how everyone is equal here. One of the great things has been seeing people I knew when I was younger, who were not in a very good shape, and now they are so vibrant. Here you can just be yourself, and you learn to accept people for who they are"*.

### THE BUSINESS DEVELOPMENT MANAGER

Cindie Reiter is Rag Tag's business development manager. She's spent most of her working life in the mental health field and never imagined she would run a business. She's found working for a social firm very rewarding though, and her advice to young people trying to decide on a career is, *"Don't just think you have to do a traditional job. Keep an open mind and anything can happen"*.







# SOCIAL ENTERPRISE ACADEMY

## LEARNING TO LEAD

Social enterprises are so diverse and face so many different challenges that no one person has all the skills needed to keep the show on the road. The key is to learn how to inspire the people around you, communicate a vision of what you want to achieve and empower your team to go out and deliver.

That's just what the Social Enterprise Academy does through its leadership and social enterprise programmes. These aren't taught in the same way as at school or college with text books and teachers; they are much more involved than that. People come together in small groups to reflect on the different challenges they face, and help each become better leaders. This sort of learning can be a revelation. Neil McLean, Director of the Academy says, *"I get a real buzz when someone recognises their own strengths and their own potential to grow. Too often in Scotland we're told what we're doing wrong, but if we focus instead on our strengths, what we're good at and what we like doing, we can go back and transform our organisations, and our communities"*

## Q&A

DANNY SCOTT

Information Officer at the Academy

### what did you do before you joined the academy?

I had tried a lot of things; doing temp work, then taught English as a foreign language in Italy, and I did some not very well thought out travel. I didn't really have a direction.

### what's been the best thing about working at the academy?

This is the most motivated place I've ever worked; you don't feel pigeon holed, and you're encouraged to play to your own strengths and expand your job. Also there's the positive nature of working in this sector; the fact you're contributing to the improvement of the society you live in, in whatever small way.

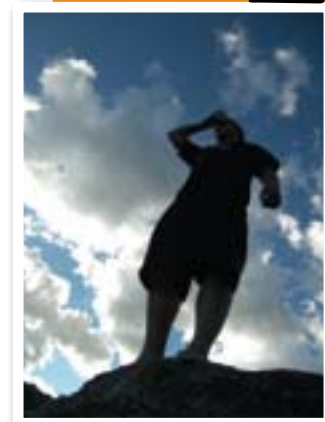
### what the most important lesson you've learned?

You never stop learning. Learning is for life. Even an average Tuesday here can be a learning experience!

### what advice would you give young people thinking about their future careers?

Don't see working in social enterprise as accepting low wages and a narrow scope – it's nothing like that. It's a dynamic and responsive sector, and you're surrounded by interesting people doing inspiring things every day.

*"I started my programme at the Academy as a manager, but left as a leader"*





# BOOKDONORS

## OFF THE SHELF

The UK publishes more books per year than any other country in the world; more than 200,000 titles at the last count. So many books, so little space! Charities are donated loads of second hand books, but have limited space in their shops; libraries constantly need to weed out old or damaged books. It's likely that someone, somewhere will be interested in buying these books, if only they knew they were available.

That's where social enterprise Bookdonors comes in; they collect surplus books from charity shops, libraries and community groups, clean and sort them at their warehouse in Selkirk and offer them for sale on the web, using Amazon and AbeBooks as their "shop windows". Through using these sites, Bookdonors can find customers all over the world; books in English are in demand almost everywhere.

Bookdonors has only been going for three years but already have tens of thousands of titles listed. It has an annual turnover nudging £1 million and to date has generated nearly £100,000 for the charities it gets its books from. Every book that arrives in the warehouse is given an identifying number, to show what organisation supplied it, and when the book eventually sells, they are paid a share of the sale price. All the rest of the profit gets ploughed back into the business.

Bookdonors has grown rapidly and created employment for a lot of people around Selkirk. Nearly a third of the staff has some form of disability or medical condition but the company philosophy is to focus on what people can do, rather than what they can't. Everyone is an equal member of the Bookdonor's Team.

## IN THEIR OWN WORDS...

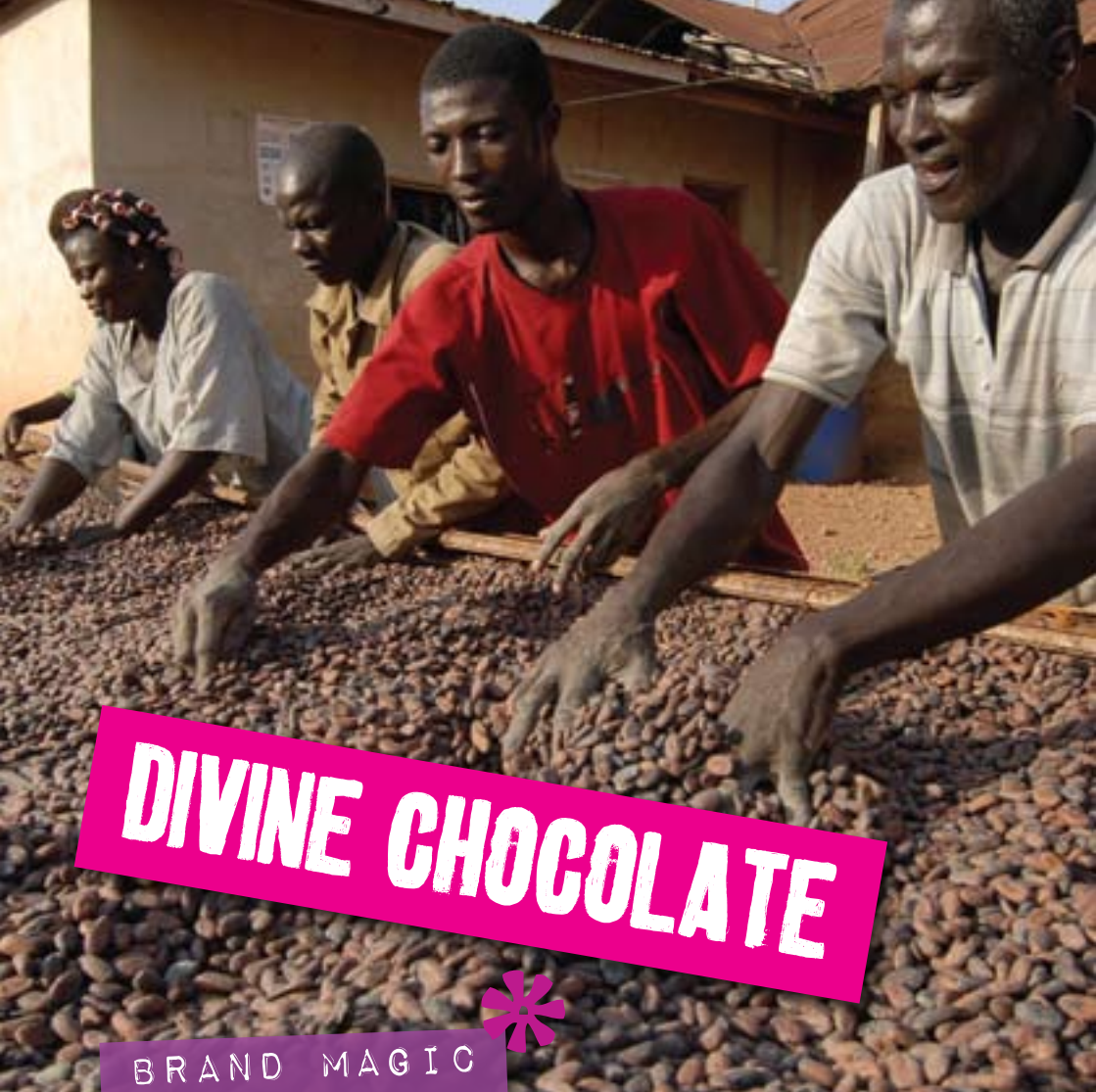
### lawrie hayworth, founder & business development manager

Financially secure after a successful career in business, Lawrie wanted to do something to benefit others. He hit on the idea of Bookdonors and hasn't regretted all the hard work involved. *"Seeing people develop and growing into jobs when they never thought they could do a job at all is intensely rewarding. It's beyond money".*

### ali kea, warehouse assistant

Ali is 17 and was unemployed for about a year before he started at Bookdonors through a training course. *"I used to be really bad for sleeping through the day, now I'm working here full-time and have a routine. I'm glad I'm working. We have a good laugh; even though we're working we're having a laugh".*





# DIVINE CHOCOLATE

BRAND MAGIC

Everyone loves chocolate. It's a multi-billion pound industry in the UK, with each of us eating our way through 10kg of chocolate every year. So why are many of the farmers, who grow the cocoa that makes our chocolate, so poor? Partly it's because they don't always get a fair price for their crops, but partly it's because the real money is to be made when the raw cocoa is turned into chocolate and sold to western consumers. The farmers must often think that if only they could produce the chocolate themselves, how much better life would be. Great idea, but it would never work. Well think again; that's exactly what Divine Chocolate has been doing successfully for more than 10 years.

Divine Chocolate is a unique partnership between a group of small farmers in Ghana, called the Kaupa Kokoo co-operative, and various development groups in the UK. Kaupa Kokoo owns a 45% stake in Divine, and the company operates primarily for the benefit of the farmers. This is a very different way of doing business, and it works. From a standing start in 1998, Divine now has an annual turnover of more than £12 million and is a well known brand stocked by major supermarkets.

One of the keys to the success of Divine has been the creation of a very recognisable brand. With a tiny budget for promotion (the top companies can spend up to £10 million every year on advertising alone) Divine has to "punch above its weight". Charlotte Borger, Head of Communications at Divine, says. *"We have to compete for attention with a lot of other products on the supermarket shelves; ours need to shout!"*





## Q&A

CHARLOTTE BORGER

Head of Communications at Divine Chocolate

### what attracted you to work for divine?

I've worked on brand development for a number of companies, but the chance to work in a proper commercial company while achieving something social was, for me, a perfect combination.

### what's different about working at divine from other jobs you've done?

You don't have to make anything up about your products; Divine has such a powerful story to tell.

### what's been the best thing about working at divine?

It's been a fantastic change in my working life and much more challenging than anything else I've done. All of us meet the farmers when they come over from Ghana, and hear about their lives; it makes you realise what an interesting and extraordinary thing the whole Divine enterprise is.

### what's the hardest?

There's not enough time in the day! Despite of our successes, we're always asking ourselves, can we really pull that off again?

### what advice would you give a young person starting out?

I would rather work with a commercial social enterprise like Divine than with a charity. If you like the idea of going into business, think about how business needs to change in the future and go with that.



[www.divinechocolate.com](http://www.divinechocolate.com)



## EAT YOUR HEART OUT

One of the most important decisions we ever have to make is what kind of work we want to do. But imagine how it would feel to be told at 16 that you'll probably never work. That's the reality for young people with learning disabilities; only one in ten will ever find employment. Forget any prejudices you might have that people with learning disabilities are not able to work; the Engine Shed in Edinburgh takes 30 trainees every year and nearly all of them move into jobs at the end of their training.





The Engine Shed has been going for more than 20 years and runs a vegetarian café, organic bakery and conference service from its lovely building in St Leonard's Lane near the centre of Edinburgh. It trains young people in all aspects of food preparation, organises work experience at businesses throughout the city and supports trainees as they move into paid work.

**ABDUL, TRAINEE**

*"Coming to Engine Shed has made me confident. Here you're learning - at home you don't learn, you just watch your telly all day. That's not very good".*

**DEREICK RUSHTON CATERING MANAGER**

*"Most of my career has been spent as a chef in the army, so one of the biggest challenges for me has been to learn vegetarian cookery! One of the best things about working here is definitely the trainees. They are so up for doing the work and they never moan and groan. Their willingness is fantastic".*



**Q&A**

**EMMA JANE WILSON**

Administrative & Marketing Assistant at the Engine Shed

**what did you do before you joined the engine shed?**

I'd just come back from 18 months travelling in Australia with my boyfriend when I saw a job at Engine Shed. It was actually for a catering assistant but when I went for the interview, Marian looked at my CV and said they needed someone in the office and would I be interested in doing that on a temporary basis.

**what happened then?**

I did that for a while then a new job came up combining the admin work with marketing. Marian asked if I was interested in taking it on, so I said yes! The marketing side has been very exciting for me, it's not something I did before, and I'm learning something new all the time. I absolutely love it here.

**what advice would you give young people thinking about their future careers?**

I had no idea this kind of work existed. It's so open and friendly here and when you go out and meet other people working in social enterprises everyone helps you out and swaps information. If I was looking for a job now I would definitely look for something similar.

**MARIAN MACDONALD CHIEF EXECUTIVE**

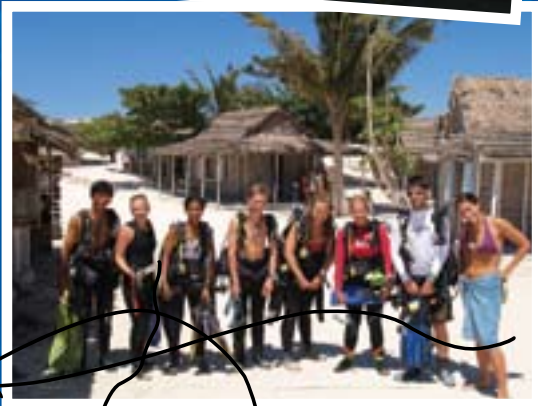
*"I worked as a social worker before setting up the Engine Shed and running it has been really, really diverse and interesting. It's been quite a journey and I've had to develop new skills over the years. My advice to anyone starting out is just to go with it, try different jobs, do them as best you can and you'll find a way to your own challenges".*



# BLUE VENTURES

## A SEA CHANGE

In the late 1990's a group of students from Edinburgh University visited Madagascar on an expedition to examine coral reefs. Part fun, part study, the experience sparked an idea that was to turn into a conservation/travel enterprise, called Blue Ventures.



Madagascar is home to some of the most diverse marine life on the planet, and coastal communities there have lived in harmony with the sea for generations. Madagascar is still a remote and isolated place, but like everywhere, faces new pressures as the world shrinks. Large scale commercial fishing boats have moved in to harvest the rich seas round the island, and are a real threat to not only the reefs but to a whole way of life.

Blue Ventures was set up by two of the original group of Edinburgh students to address some of these problems. They established a research site near the small village of Andavakoaka, to collect data about the marine environment and help local people conserve the area. One of the many practical projects they've supported is the development of sea-cucumber farms (sea cucumber being a great delicacy throughout Asia) to help fishermen diversify their incomes.

The Blue Venture scientists who work in Andavakoaka are supported by volunteers who go out there on six-week long expeditions. Volunteers are taught how to scuba dive and how to collect basic data from under the seas that will help the research effort. It's a win-win deal; participants have to pay for their trip, but they have a holiday of a lifetime and make a real difference to this remote community.



# Q&A

**RICHARD NIMMO**

Managing Director of Blue Ventures

what's been the best thing for you about working at blue ventures?

The community in Andavakoaka is extraordinary. They are very poor but they are prepared to make sacrifices now, to give up income in the short-term, to conserve stocks for their children and grandchildren; I find that very inspiring.

what's been your biggest challenge?

It's a very inclusive society, with everyone involved in decision making; you can have village meetings with 400 people, all debating an issue. I've spent hours and hours in meetings trying to arrive at a decision!

what advice would you give young people thinking about a career in social enterprise?

Get some experience first. Just work anywhere to understand how mainstream businesses work; then find something you believe in and enjoy and apply a social enterprise ethos to that.



[www.blueventures.org](http://www.blueventures.org)

# IMPACT ARTS

CREATE YOURSELF

When Rachael Arnold left school she had two passions music and business. With only a few qualifications, she worked in Pizza Hut, "to pay the rent" and got stuck in to the Edinburgh music scene. Before long she started to manage bands, organise club nights and produce shows. Rachael's philosophy is straightforward, *"If you have an idea try it. Don't be afraid of going for it, the world needs good ideas!"*





It's that can-do attitude that led Rachael eventually to become Director of arts enterprise Impact Arts; an organisation that uses creativity to unleash changes in young people's lives. Impact Arts delivers music projects, art and drama projects, multi media, film projects and fashion projects, every art form you can think of really, all with the focus of enabling young people to realise their own potential, one of those young people was Amy MacDonald, Scottish singer songwriter who hadn't considered music as a career option until getting involved with Impact Arts.



Impact Arts is a forward thinking organisation and is part of the long term portfolio investment from Inspiring Scotland. This means that Impact Arts over the next 10 years will be trying out new ideas, refining good ones and continuing push what is expected of creative businesses.

# Q&A

RACHEL ARNOLD

Director, Impact Arts

## what first got you interested in the idea of running your own business?

School & I didn't always get on. I spent most of my time dreaming up business ideas rather than focusing on school work. I used to make stuff like handbags, hats and scarves and try to sell them. I will never forget the first time I made £300 in one day at Ingilston Market from the things I had made. I felt so independent. I even offered my mum rent - aged 13! That experience made me believe I could manage my own business.

## why the music business?

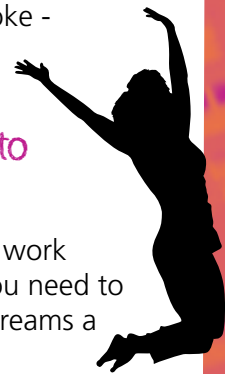
I've a passion for music. When I left school I needed a part time job to help pay my rent, so I started getting involved with running gig nights, battle of the bands and classical & opera concerts, eventually finding myself at Virgin Records. That was an amazing experience. I learnt so much about leadership - as Richard Branson says 'if you have fun the money will come!'

## how did you get involved in community arts?

I left school without great qualifications but in my early 20's I realised I actually loved learning, so I applied to do a BA in Community Arts at Strathclyde Uni. I loved to think about how to link music into reading & writing. I started teaching young people, who had been excluded, opera, which was basically karaoke - helping improve their literacy. Seeing their confidence improve was a real turning point for me.

## what would you say to young people about to start out in life?

Watch other people and learn from them. Be prepared to work hard. Working in social enterprise is always different so you need to be able to adapt. Do something you enjoy, making your dreams a reality is hard but there is nothing better than standing back and knowing 'I made that happen!'







# FOYER WORKS

## HOME TRUTHS

The middle aged might fret about house prices, but for younger age groups a bigger worry is the threat of homelessness. The transition from living at home to living independently of parents is not always easy, even for those with family support at their backs. For those without this help, perhaps because they are moving on from care, it can be that much harder. Add in other problems, like no job, no money, mental health issues, or even coming out from a spell in prison and it can be really difficult just to find somewhere permanent to live.

The homeless charity, Aberdeen Foyer, aims to prevent, and alleviate homelessness among young people. They provide accommodation, if that's what needed, but they also offer work and training opportunities, community services such as mental health support, and they even help aspiring young musicians break in to the music industry with activities run from their recording studio.

All these services cost money though, so Aberdeen Foyer has set up several social enterprises whose profits are ploughed back into its services. Some of these enterprises, including a graphic design company and a top class restaurant, are primarily run to make money. Others, like Foyer Works, have to make a profit, but they also provide training opportunities for young people.



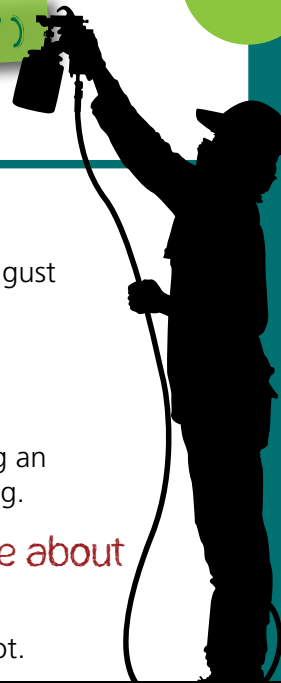
Foyer Works is the latest Foyer venture and undertakes a range of painting and decorating, small repairs and garden maintenance contracts for councils and householders. Business Manager, Kathleen Singer, emphasises that Foyer Works is a business first and foremost. ***"We train young people on the practical side as well as on things like how to behave in a workplace. But they also need to feel part of the business, so trainees go out with supervisors to do estimates for customers. They get to understand how the money in the business works; if the job takes longer because someone doesn't feel like coming in that day then we lose money"***.

Learning the importance of timekeeping and attendance is one thing, but equally important is the sense of belonging to a team. Kathleen says, ***"When we made a profit for the first time, it was all of us together as a team. It was great to say, we did that!"***

## Q&A

SEAN DONEGAN (17)

Trainee, Foyer Works



**what did you do before you joined foyer?**

I was just at school. I've been at Foyer Works since August 2008. I didn't like school. I prefer this - it's been fun. I've enjoyed everything here.

**what are you going to do next?**

I did a trial with Mark Bain Decorators and I'm starting an apprenticeship with him doing painting and decorating.

**what would you say to other young people about working with foyer?**

I'd recommend it. It's helped me a lot. I've learned a lot. I don't want to leave.

THESE ORGANISATIONS WORK

WITH YOUNG PEOPLE...

### the prince's trust

[www.princes-trust.org.uk](http://www.princes-trust.org.uk)

A charity that helps young people (14-30 years) by offering practical support, mentoring and financial assistance

### direct gov (young people)

[www.direct.gov.uk/en/YoungPeople](http://www.direct.gov.uk/en/YoungPeople)

Provides public services for young people

### determined to succeed

[www.determinedtosucceed.co.uk](http://www.determinedtosucceed.co.uk)

A Scottish educational organisation that aims to further young people's knowledge of enterprise

### youth arts online

[www.youthartsonline.org](http://www.youthartsonline.org)

A directory that provides young people with information about opportunities, training and events in the arts

### co-operative education trust scotland

[www.cets.coop](http://www.cets.coop)

A charitable education trust that promotes learning about co-operatives and what they do

### commission for youth social enterprise

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

These guys help organisations run genuinely youth-led programmes and help young people make a genuine positive impact on the world

# CONTACTS

AND THESE FOLKS WORK

WITH SOCIAL ENTERPRISES...

### senscot

[www.senscot.net](http://www.senscot.net)

Stands for the Social Entrepreneur Network Scotland. These guys started in 1999 with the aim of creating networks of social entrepreneurs

### scottish social enterprise coalition (ssec)

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

The lobbying and campaigns voice of Scottish social enterprises

### social enterprise academy

[www.theacademy-ssea.org](http://www.theacademy-ssea.org)

Aims to help develop excellence in and understanding about leadership and management in social enterprises – we made this guide!

### unltd

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

A charity that supports social entrepreneurs by providing a package of funding and support

### firstport

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

Offer free business support and awards to new social entrepreneurs in Scotland who are just starting out

### esmée fairburn foundation

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

They aim to improve the quality of life in the UK by giving grants to social enterprises

### social firms scotland

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

The national Scottish support agency for Social Firms (see glossary)

### development trusts association scotland (dtas)

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

An umbrella body for Development Trusts Associations (see glossary) in Scotland

### community recycling network scotland (crns)

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

A membership body for community recycling groups in Scotland

### local people leading (lpl)

[www.localpeopleleading.co.uk](http://www.localpeopleleading.co.uk)

An alliance of organisations and people who campaign for a stronger community sector in Scotland

### community retailing network

[www.communityretailing.co.uk](http://www.communityretailing.co.uk)

Supporting and promoting community shops in urban and rural areas

### triodos bank

[www.triodos.co.uk](http://www.triodos.co.uk)

An ethical bank who finance many social enterprises

AND HERE ARE SOME OTHER

INTERESTING ONES...

### fairtrade

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

Learn more about the Fairtrade movement, products and recipes

**fifteen** (the restaurants founded by Jamie Oliver)

[www.fifteenrestaurant.com](http://www.fifteenrestaurant.com)

**the big issue** [www.bigissue.com](http://www.bigissue.com)

### john lewis

[www.johnlewispartnership.co.uk](http://www.johnlewispartnership.co.uk)

### social earth

[www.socialearth.org](http://www.socialearth.org)

A fresh socially minded weblog about businesses who are doing good

### social edge

[www.socialedge.org](http://www.socialedge.org)

A global online forum for social enterprise

### social enterprise

[www.socialenterpriselive.com](http://www.socialenterpriselive.com)

Produce a magazine and weekly ebulletin about social enterprise in the UK and beyond

### want to get involved?

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

Check this website for information about turning your interests into action through volunteering

[www.wearewhatwedo.org](http://www.wearewhatwedo.org)

Is a movement inspiring people to use their everyday actions to change the world



# GLOSSARY

AND FINALLY...HERE'S THE SCIENCE BIT

Here is an explanation of some terms you may not be familiar with

## social enterprise

This is a way of doing business that makes positive social and/or environmental changes. Social enterprises believe there are other things as important as making profit. These may include working with homeless people, or young people who have problems, or helping the world's poorest people get out of poverty. There may also be an environmental element to it, such as encouraging people to recycle.

'Social enterprise' is a general term which covers lots of types of business, or ways of working, which include:

## company limited by guarantee

These are businesses where the board of directors (the people who run the company) are interested in community activities. Profit is put back into the company or given to the community that they work with. The Social Enterprise Academy is a company limited by guarantee (see pages 12-13)

## community interest companies (cic)

This is another type of business run specially for community benefit. It is a new way for organisations to legally define themselves as social enterprises and is important because it clearly shows that the business only uses its profits for a social purpose. Bookdonors is set up as a CIC (see pages 14-15)

## co-operative

A co-operative is a business which is owned and controlled by its members – these could be the people who make the products or provide the services, or who buy or benefit from them. There are lots of legal forms for co-operatives but all of them share the basic idea that only those directly involved in the running of the business should benefit from it.

## development trust

Development trusts run buildings that provide services to the community. These may be anything from a local shop to a doctor's surgery or a wind farm. They work in specific places and are owned by the local community.

## fairtrade

An alternative approach to international (and often unfair) trade. Fairtrade pays workers and farmers a fair price and helps to improve living conditions in developing countries. Divine Chocolate and Cafédirect are Fairtrade organisations. Divine Chocolate is a Fairtrade organisation (see pages 16-18)

## intermediate labour market (ilm)

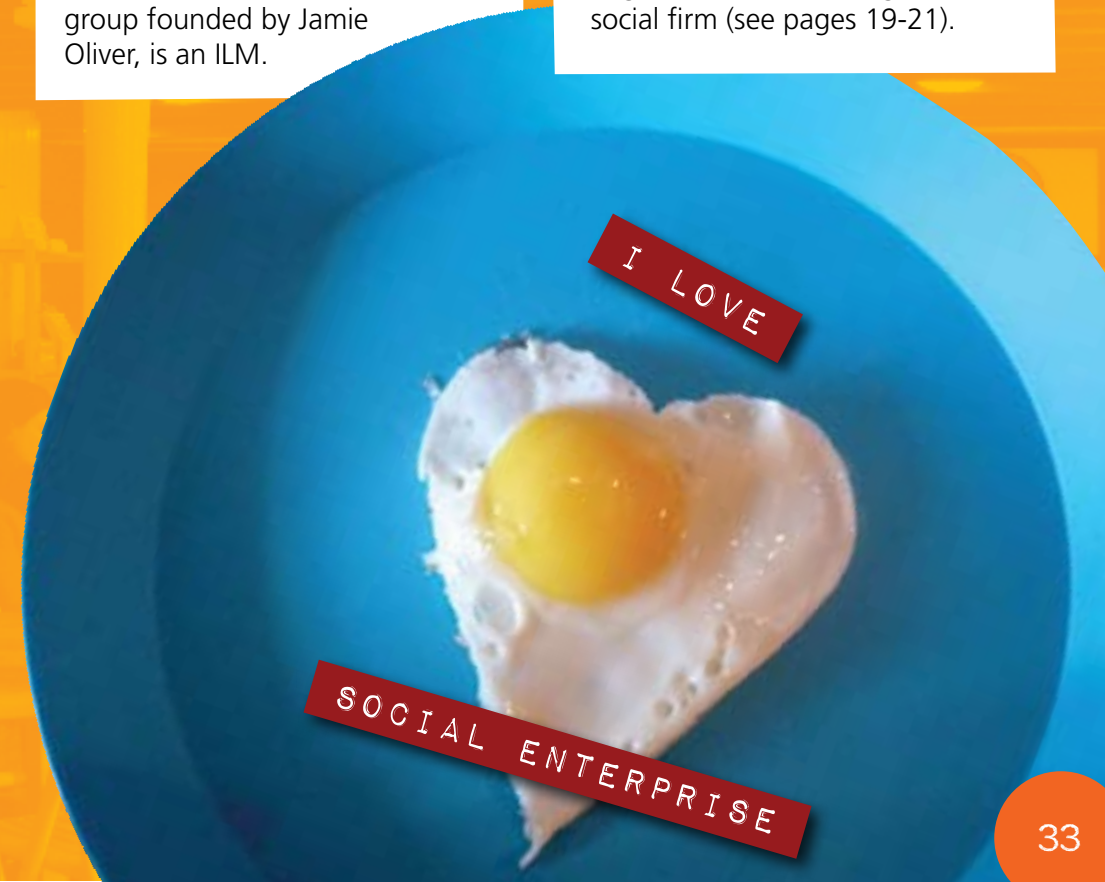
These aims to help those who find it difficult to find a job or get back to work by offering training and new skills. Fifteen, the restaurant group founded by Jamie Oliver, is an ILM.

## limited liability partnerships (llp)

This is a form of partnership for community organisations. The partners in a LLP do not keep the profits for themselves and because of this they are not financially responsible for any losses the company might make.

## social firm

These are businesses that create jobs for people who can't get them because they have a mental or physical disability. The Engine Shed in Edinburgh is a social firm (see pages 19-21).



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