



## Description of the social enterprise – information sheet

### Lärkan Ekonomisk Förening Economic association



Kooperativet Lärkan



<b>A. Identification data</b>	
1. Name of the enterprise	Lärkan Ekonomisk Förening
2. Location/Address of the enterprise	Nygatan 2, 467 32 Grästorp, Sweden
3. Website of the enterprise	<a href="http://www.kooperativetlarkan.se">www.kooperativetlarkan.se</a>
4. Legal organisational form	Economic association
<b>B. Good practice of the social enterprise</b>	
Aspects that recommend the social enterprise as a good practice in the particular sector.	They have a solid foundation with support from the state and municipality. An interesting case based on the method that is common in Sweden when it comes to start up social coops: to hive off municipal operations/sections to be operated in cooperative form
<b>C. Context:</b>	
1. Year of Founding	2005
2. Context of start-up – problem that the enterprise was set up to solve, economic social rationale	The social cooperative was starting with help from Grastorp Municipality. After the municipality decreased the help and support to the cooperative, the cooperative started to have some financial problems, it had hired too many people and did not have enough work. It downsized and started fresh, with new routines and tried to be more efficient.
3. What are the Main Activities of the entity?	<ul style="list-style-type: none"> <li>• Second hand store</li> <li>• Yardwork, services and household services</li> <li>• Sell and repair</li> <li>• Second hand bikes and lawnmowers</li> <li>• Café</li> <li>• Assist non-profit organisations (in our town) with copying and producing flyers</li> <li>• We offer rehabilitation and training places to the Employment office, Social Insurance Agency and the municipality</li> </ul>
4. Who are the Main stakeholders (i.e. members, clients, producers, etc.)?	Members and customers
5. Geographic coverage with respect to: <ul style="list-style-type: none"> <li>i) to production of services and/or goods and</li> <li>ii) market/consumers or beneficiaries, clients, etc.</li> </ul>	The municipality and its neighbouring area <ul style="list-style-type: none"> <li>• public and private sector</li> <li>• people living in the municipality</li> <li>• associations in the social economy</li> </ul>

<b>D. Ownership Structure</b>	
1. What is the ownership structure of the entity: i.e., does the entity have shareholders, owners/members, donors, trustees, investors, etc.?	Owners/members
2. If membership, is membership open or closed? Is exclusivity required?	It's open to the people that are active within the cooperative. They have to apply for a membership to the board
3. Is a capital contribution required? If so, how much? Is equity capital unallocated or individualised?	Capital contribution is 100 SEK/person and 50 SEK/person/year.
4. Describe in a few words the voting distribution (e.g. one member-one vote; proportional to equity contribution; proportional to use, etc.).	One member one vote
5. Describe in a few words the main benefits for members or owners.	To be able to work for themselves, empowerment, working 100% of their own ability.
6. Indicate any <u>main changes</u> in ownership over the lifetime of the entity.	N/A
<b>E. Governance</b>	
1. Describe the governance structure of the entity (board, management, committees, etc.), number of members and method of selection (appointed or elected and by whom).	7 board members  There is a Nomination Committee prepares and prepares proposals to the Annual General Meeting
2. Is there an entity or process for oversight of the board?	The General Assembly, accountants and the Tax Agency.
3. Are there external independent board members?	Yes
4. Are there term limits for board members?	No

5. What is the gender composition of the board?	3 women and 4 men
6. Describe management and board salary/ compensation policies and how they are decided/determined?	No compensation or board salary.
<b>F. Profit/ benefits/ surplus distribution policies</b>	
1. Describe briefly the distribution policies and procedures for profits / benefits / surplus	All profits are reinvested in the company. No liabilities for the members.
2. Are members/owners liable for losses of entity? Describe how liability is shared.	
<b>G. Strategy: highlight approaches adopted to address the identified challenges</b>	
1. Describe briefly the business strategy looking at aspects like: main products/services, market niche, market share, quality and pricing/costs and <u>main changes</u> occurred in time.	Domestic services to private individuals. Miscellaneous services to public administration. Store where we sell our products, second-hand. Important to follow the market and not dump the prices. Not compete but primarily complement the market range of services.
2. Describe briefly the relation between the business strategy and the social mission of the enterprise.	The business strategy is strongly connected to the insight of necessity of profit as a tool for possibility to develop the cooperative and to be able to employ more people.
3. Please describe briefly the strategic partners or alliances that the enterprise has.	There is one person from the municipality in the board (has the function of adjunct). The contact with the municipal government is fundamental. Without good contact with politicians and officials from the municipality, it is very difficult to start and run a work integrating social enterprises. There is also a close cooperation with the employment service and the social insurance offices.
4. Please describe briefly the methods and practices of communication/relationships with Stakeholders (members, community, donors, NGOs, etc.)	Regular meetings and follow-ups with our key partners, both at local, regional and national level. The organisation communicates with its members at the annual meeting and through mail, newsletters, social media, etc.
5. Innovation and key performance factors	Lärkan is a social cooperative with the main goal to help people back to a decent and fulfilling life.

6. Human resources - personnel	
- No. of employees	14
- No. of volunteers	3
- No. of members	35
6.1. For Work Integration social enterprise - vulnerable employees if the case (i.e.), work integration plan/programmed used and management structure	Lärkan is a social cooperative with the main goal to help people back to a decent and fulfilling life.
<b>H. Outcomes: results achieved and lessons learned</b>	
- Yearly social and economic results – every 5 years since start-up, and/or the last 3 years	Assets: 984 500 SEK (107 000 EURO) Capital: 294 600 (32 000 EURO) Turnover/sales: 2 134 000 (232 000 EURO)
- Assets (raw numbers); Capital (raw numbers); Production; Turnover /sales; Profit/loss	Profit: + 208 000 (22 600 EURO) Benefit to members: To get meaningful job! Indicators: number of employees and number of people in trainee and rehabilitation (increase / year)
- Social benefits - describe the benefit to members (membership), indicators used to evaluate the enterprise.	Number of people who got jobs outside the cooperative
<b>I. Describe in a few words the broader social / environmental impact in your community – spill-over effects, in the last 3-5 years.</b>	We create jobs for more people!
<b>J. Discussion Points: questions readers may want to consider and to discuss about it</b>	
<b>Very important with long-term contracts between the cooperative and the municipality , social insurance or employment agency</b>	
<b>Contact info</b>	Kooperativet Lärkan, Nygatan 2, 46732 Grästorp, Sweden
<b>Address</b>	<a href="mailto:mikaela@kooperativetlarkan.se">mikaela@kooperativetlarkan.se</a>
<b>Email</b>	<a href="http://www.kooperativetlarkan.se">www.kooperativetlarkan.se</a>
<b>Webpage</b>	<a href="http://www.atervandan.se">www.atervandan.se</a>
<b>Contact person</b>	Mikaela Miller

The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.