

Description of the social enterprise – information sheet

Cooperativa A.L.P.I. - Avviamento al Lavoro su Progetti Individualizzati - società cooperativa sociale (Cooperative for Vocational Training with Individualized Projects)



A. Identification data	
1. Name of the enterprise	Cooperativa A.L.P.I. - Avviamento al Lavoro su Progetti Individualizzati - società cooperativa sociale (Cooperative for Vocational Training with Individualized Projects)
2. Location/Address of the enterprise	Via Ragazzi del '99, n. 13 - 38123 Trento - Italy
3. Website of the enterprise	www.coop-alpi.it
4. Legal organisational form	Social cooperative enterprise, B type (job inclusion)
B. Good practice of the social enterprise	
Aspects that recommend the social enterprise as a good practice in the particular sector.	A.L.P.I. is not just a job inclusion cooperative; it also provides specific training tailored on individuals' needs. It has over 20 years of successful integration in the labour market, and provides disadvantaged people with concrete, productive working skills, not just socially useful tasks.
C. Context:	
1. Year of Founding	1990
2. Context of start-up – problem that the enterprise was set up to solve, economic social rationale	A.L.P.I. was founded in order to offer the chance to learn a trade and the ability to permanently enter the job market to (mainly) young people with heavy personal or social disadvantages.
3. What are the Main Activities of the entity?	A.L.P.I. works on sub-contracting for external clients by providing services such as assembly and testing of industrial products, packaging, IT services, publishing, etc. It also has its own production of textiles and dog bags, and carries out the recycling of old health equipment.
4. Who are the Main stakeholders (i.e. members, clients, producers, etc.)?	Members, tutors, external clients, suppliers, buyers.
5. Geographic coverage with respect to: i) to production of services and/or goods and ii) market/consumers or beneficiaries, clients, etc.	A.L.P.I. covers the entire province of Trento, both in terms of production and consumption, within an average range of 50km.
D. Ownership Structure	
1. What is the ownership structure of the entity: i.e., does the entity have shareholders, owners/members, donors, trustees, investors, etc.?	Members have the ownership.
2. If membership, is membership open or closed? Is exclusivity required?	Open to an unlimited number of members. The only exclusion clause is that people should not make their own business in competition with that of the cooperative. Members can be either workers or volunteers. Financing members are admitted too.

3. Is a capital contribution required? If so, how much? Is equity capital unallocated or individualised?	Yes, there is a capital contribution. Each member signs up for his/her contribution, which generally varies from €25 - 100€.
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. For financing members, there is a one share-one vote distribution rule, but financing members' votes cannot exceed a third of all members' votes. Members gain their right to vote after 90 days since signing up in the members' book, and lose their right to vote if in default.
5. Describe in a few words the main benefits for members or owners.	Working opportunities for the members, social inclusion for the people in disadvantaged situations, answering to the social needs of the community.
6. Indicate any <u>main changes</u> in ownership over the lifetime of the entity.	Increase in the number of working members.
E. Governance	
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).	Governance bodies are: Members' Assembly (32); Board members (9: 4 working members, 4 voluntary members, 1 external- non-member); supervisory committee. The management board is made up of 9 members, plus 1 director external to the board. Board members are elected by the members' General Assembly by relative majority (or eventually by unanimous decision).
2. Is there an entity or process for oversight of the board?	There is a one-tier governance system, so the supervisory board is made up of administrators of the board. Auditing functions are carried out by external auditors from the Auditing and Supervisory Department of the Trentino Federation of Cooperation. Members have access to all the admin documentation and minutes.
3. Are there external independent board members?	Yes, there is 1 external member. The Statute says that there could be external board members (non-members of the cooperative), but only if the majority of the board is made up of members.
4. Are there term limits for board members?	The board composition can vary between a minimum of 3 members to a maximum of 9. The board is elected for 3 years, but members can be re-elected.
5. What is the gender composition of the board?	2 women and 7 men
6. Describe management and board salary/compensation policies and how they are decided/determined?	A.L.P.I. is based on a mutualistic goal without private speculation aims. The board members have to respect a principle of equal treatment towards members. They are paid on the basis of an attendance fee determined by the General Members' Assembly. The amount is between 0€ - 200€ for each participation in the meeting. The board decides an extra earning for the board members with specific tasks. The

cooperative managers' salaries are calculated in accordance with the national contract foreseen by the relevant category plus a further amount agreed by the board members.

F. Profit/ benefits/ surplus distribution policies

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| 1. Describe briefly the distribution policies and procedures for profits / benefits / surplus | A.L.P.I. is not-for-profit and seeks only to sustain itself, pay employees and cover overheads. The General Assembly can deliberate to give worker members a certain amount of additional money back. |
| 2. Are members/owners liable for losses of entity? Describe how liability is shared. | Members are liable for losses only with their capital stock. Conditions are foreseen in the coop statute and Civil Code. |

G. Strategy: highlight approaches adopted to address the identified challenges

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| 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. | A.L.P.I.'s business model is straightforward: it contracts with local firms looking to outsource production, and provides workers. The cooperative also generates earnings through production of their own saleable items: textiles, dog bags and recycle of old sanitary tools (i.e. wheelchairs turned into fashionable chairs). Over the past 22 years A.L.P.I. has grown more than 500 %, from 11 individuals in a 130-square-meter space to 80 workers in training and 30 paid and volunteer support personnel filling a 3,000-square-meter facility in two buildings |
| 2. Describe briefly the relation between the business strategy and the social mission of the enterprise. | A.L.P.I.'s social mission is the valorisation of human capital and social-working integration of disadvantaged people. Bearing this in mind, the cooperative gains clients not through a plea for charity, but by providing diligent, responsive, cost-competitive labour that firms are happy to use. As trainees assemble items, package orders, and enter data, they earn a wage and also receive mentorship and tutoring from support staff. Partnerships with local businesses ensure that trainees learn up-to-date and applicable skills. |
| 3. Please describe briefly the strategic partners or alliances that the enterprise has. | The organization benefits from relationships in several sectors (i.e., it has a partnership with a fashion shop in the city centre for the merchandise of bags and fashion accessories made with recycled materials). A.L.P.I. earns 70 % of its revenue from private businesses. At the same time the organization depends on its cooperative partner base for lobbying, advocacy and development work that A.L.P.I. does not have resources to manage. A.L.P.I. is member of the social consortium CON.SOLIDA and of the Trentino Federation of Cooperation. |
| 4. Please describe briefly the methods and practices of communication/relationships with Stakeholders (members, community, donors, NGOs, etc.), | A.L.P.I. has its own website, and is also present on Facebook. In order to promote better its textile and fashion products, A.L.P.I. has its own channel on Flickr and Vimeo. On the website there is a news section, to keep followers and members informed about the latest news, a collection of articles about the cooperative, and the annual publication of the social report, an instrument that completes the economic |

	balance sheet with social aspects of the cooperative's work. Moreover, A.L.P.I, as member of the Trentino Federation of Cooperatives, can rely on the Federation press office for special coverage needs (annual members' meeting, openings, etc.).
5. Innovation and key performance factors	Social cooperatives, in accordance with their characteristics, meet not only the members' needs but also contribute to solve and answer the local community needs and therefore reduce public expenditure. In 2013 - 19 new people (16 male and 3 female) have been included in the coop working projects. 44 people have been trained in acquiring working skills.
6. Human resources - personnel	1 director; 1 president
- No. of employees	32 members, of which: 14 workers, 13 volunteers, 5 funding members
- No. of volunteers	
- No. of members	
6.1. For Work Integration social enterprise - vulnerable employees if the case (i.e.), work integration plan/programmed used and management structure	The cooperative's success lies in continual support and assessment that start from the very moment trainees come through the door and continues long after the completion of their training period. The journey begins with an in-depth evaluation to determine an individual's readiness for a long-term career and to discern appropriate projects for each trainee. A.L.P.I. also immediately initiates a search for a fitting job in the community. Beyond the intense focus that each trainee receives during their time at A.L.P.I., a full-time support worker provides long-term job placement and guidance to former trainees after their transition to permanent positions.
H. Outcomes: results achieved and lessons learned	
- Yearly social and economic results – every 5 years since start-up, and/or the last 3 years	
- Assets (raw numbers)	2.903.500€
- Capital (raw numbers)	721.566€
- Production	2.034.351€
- Turnover /sales	1.747.854€
- Profit/loss	102.056€
Contact info	
Address	Via Ragazzi del '99, n. 13 - 38123 Trento - Italy
Webpage	www.coop-alpi.it