

Transfer of Innovation: Basta UK

Feasibility Study for
EASE Project

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Table of Contents

1. Introduction

2. Context Analysis

- a. Substance misuse in the UK
- b. Key selling points/key funding considerations
- c. Legal context for social enterprises
- d. Transferring Innovation
- e. Target group
- f. Risks and barriers

3. Social Enterprise Project

- a. Services provided
- b. Management's experience
- c. Customers
- d. Premises and production facilities/process
- e. Unique selling points
- f. Future opportunities
- g. Relationships with members
- h. Overall marketing strategy
- i. Recruitment and training

4. Conclusion

5. Annex I

1. Introduction

The EASE project offers an innovative approach to address one of Europe's biggest challenges: creating sustainable integration for people outside the labour market. Through this project we will create two new viable social enterprises in England and France, based on empowerment and entrepreneurship.

The EASE project is funded by the European Commission's Programme Leonardo da Vinci Transfer of Innovation, and the aim is to transfer the model of the Swedish social enterprise Basta to England and France. In England it is Diagrama transferring the model, and in France it is the social organisation Elia.

This feasibility study is the first step of the transfer process. Parallel to this, a Training Module has taken place at Basta where the basics of the Basta model have been covered.

The EASE project will run from October 2013 to September 2015, and during these two years, Diagrama and Elia will transfer the model to their contexts. Basta was inspired by the Italian rehabilitation center San Patrignano in the early 90's, but just as Basta is no copy of the Italian example, Diagrama and Elia will transfer the aspects of the model that fit their business idea and target group, taking into account their different national, cultural, and legal contexts.

The project consists of ten partners from six different European countries, representing large and small social organisations and social enterprises. This partnership will support Diagrama and Elia in their transfers and will also integrate and disseminate project results. The main September 2015 outcomes will be two sustainable social enterprises that will enable people to, if needed, leave substance misuse, as well as integrate those simply tired of a life excluded from the labour market.

Basta is a social enterprise, owned and ran by former drug users, who use the running of the social enterprise as a tool to leave drug abuse and to rebuild lost self-esteem, as well as a way to gain vocational training and labour market integration. Basta sells rehabilitation services to the public sector and services produced at Basta such as carpentry, construction, graffiti removal, cleaning services, and a dog hostel. As a social enterprise, Basta has a social aim and all profit is reinvested each year.¹

For more information about the project please visit:

- www.diagramafoundation.org.uk
- www.english.basta/ease
- www.elia06.org

2. Context Analysis

¹ For more information about Basta, please see Annex I

a. Background to the project

Since first working together as part of a transnational partnership, Diagrama and Basta have recognised the potential for improving the UK's provision for people with long-term drugs, alcohol and other addictions through transferring good practice and sharing expertise.

Successful funding applications to the European Commission, along with real commitment between the partners, as well as a strong, common-purpose local partnership in Kent, have now provided the opportunity to take this important project forward.

Basta Sweden was inspired by a visit to San Patrignano in Rimini in 1994 and the Basta project was created as a direct result of this. Its founder members was impressed by the quality of services and products created by ex-offenders and ex-drugs users at their site near Rimini in Italy. Yet although Basta has similar principles, it was created in the recognition that projects are necessarily different, driven by national culture and local conditions.

In the same way that Basta is different to San Patrignano, so shall the Basta UK project being set up will be different to that in Sweden. It will share principles and will use proven methodologies but the operating practice will reflect UK conditions and will respond to needs generated locally. Further good practice will be imported from San Patrignano, who is a partner in the Transfer of Innovation project as well as from groups in other countries working on similar themes.

b. Substance misuse in the UK

People with problems of alcohol and/or drug abuse have very different needs and require an assortment of help and support that will allow them to lead healthy and substances-free lives. There is not one but many ways in which people overcome their addictions. Yet, there is a limited offer on the types of programmes that are available in the UK.

In terms of numbers, the latest national and regional statistics show that there are a total of 383,534 problem drug users in the UK, a rate of 9.38 per 1,000 population aged 15 to 64.² With regards to alcohol, 24% of the population (33% of men and 16% of women) consume alcohol in a way that is potentially or actually harmful to their health or well-being.³ There has been a non-significant decrease in the number of problem drug users from 398,845 in the 2007 estimate to 383,534 in the 2012 estimate.

Evidence has shown that there is a strong link between crime and illicit drug use. This link has shown that a substantial amount of crime comes from the re-offending of substance misusers, especially those who abuse heroin, crack

² *United Kingdom Drug Situation*, UK Focal Point on Drugs (Department of Health, October 29, 2010), 69.

³ Charles Leadbeater, *Social Enterprise and Social Innovation: Strategies for the next Ten Years*, Think Piece of the Office of the Third Sector (Cabinet Office, November 2007), 3.

cocaine and alcohol. Crime caused by substance misusers is currently costing the government over £13.5 billion, when economic and social costs are factored in.⁴ Although efforts and resources are being channelled to address the issue, it is clear that a lot more needs to be done to prevent the relapse of such individuals, in order to prevent reoffending.

The majority of problem substance misusers who are also offenders have particularly high rates of offending, but they also suffer a range of other problems such as homelessness, unemployment, low educational attainment and disrupted family background (although this can be said for many other groups of offenders as well). This makes the relationship between drugs and crime more complex and the task of rehabilitation more challenging, and it highlights great necessity for the government to find different approaches to the ones that are in place, those that are proven to work.⁵

Led by Diagrama Foundation, a new Social Enterprise – Basta UK – is being established to promote inclusive employment-based communities for ex-offenders and those with long-term substance or alcohol dependency. Based on Sweden’s Basta model, this new project supports rehabilitation through employment, housing and mentoring and is being established in partnership with organisations in Kent and as well as with a team of transnational partners. Project to project, mentoring is provided by Basta, along with Italy’s 1975 flagship project, San Patrignano.

c. Legal context for social enterprises

There is not one universally accepted definition, but there are common traits that if present, an entity will be considered a social enterprise. At a European level, there is not one accepted definition of what comprises a social enterprise. They are considered to be somewhere between the traditional private and public sectors. And yet, there are distinguishing characteristics that will define an entity as such; an entity that combines the societal purpose with an entrepreneurial spirit of the private sector. Social enterprises devote their activities and reinvest their surpluses to achieve a wider social or community objective either in their members' or a wider interest.⁶

In the UK, there is a lack of understanding of the characteristics and defining traits of such entities, which has prevented their growth. Social Enterprise UK – the national body for social enterprise – defines them as “a business that trades for a social and/or environmental purpose. It will have a clear sense of its ‘social mission’: which means it will know what difference it is trying to make, who it aims to help, and how it plans to do it. It will bring in most or all of its income through selling goods or services. And it will also have clear

⁴ *Reducing Drug Use, Reducing Reoffending* (London: The UK Drug Policy Commission, March 2008), 25. RDDUR

⁵ *Ibid.*, 1.

⁶ European Commission, “Social Enterprises - Small and Medium Sized Enterprises (SME) - Enterprise and Industry,” *European Commission*, January 7, 2014, http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/social-enterprises/index_en.htm.

rules about what it does with its profits, reinvesting these to further the 'social mission.'"⁷

There is a great variety in terms of legal forms a social enterprise can take. Some of the most common ones include, although this list is not restrictive:

- Community Interest Company (CIC)
- Industrial and provident society (IPS)
- Companies limited by guarantee or shares
- Group structures with charitable status

The most important thing to remember is that those enterprises that have been successful at establishing themselves in business have proven to be successful providers of health and social care services, and have brought to the table new and innovative ways to tackle local health needs and inequalities. Because of their structure and organisation, they can respond quickly to business opportunities. This, in conjunction with the flexibility in relation to borrowing and use of capital, gives social enterprises greater advantages over traditional public sector providers.⁸

Social enterprises in the UK are thriving. Figures from 2011 show that 58% of social enterprises grew compared with 28% of mainstream small and medium-sized businesses.⁹ The best government data estimates that there are approximately 70,000 social enterprises in the UK contributing £18.5 billion to the UK economy (based upon 2012 Small Business Survey, 2013) and employing almost a million people.¹⁰ Although it is still a 'new' idea, this data is an indication that the UK is beginning to understand the real impacts such organisations can have. The economic and social benefits these types of businesses have on society are invaluable, and that when they prosper as businesses, society prospers as well.

d. Transferring Innovation

First and foremost, it is important to recognise that the need for such a project is there. This project was born out of recognised and urgent need for action, and Diagrama is working towards establishing a new social enterprise to provide employment and life mentoring for ex-offenders and those with multiple health, social and economic hurdles to overcome. This flag-ship project will be the first of its kind in the UK. Not only does it address the direct and indirect health issues that arise with alcohol dependency and substance abuse, but also addresses issues such as unemployment, homelessness, family breakdown and crime.

⁷ Social Enterprise UK, "FAQs," *Social Enterprise UK*, 2014,

<http://www.socialenterprise.org.uk/about/about-social-enterprise#what%20are%20ses>.

⁸ Mo Girach, "Keeping It Straightforward: A Discussion Paper on Social Enterprise in the NHS and Transforming Community Services," 1.

⁹ "BBC News - Why Are Social Enterprises Thriving in the UK?," accessed February 13, 2014, <http://www.bbc.co.uk/news/uk-17104953>.

¹⁰ Social Enterprise UK, "FAQs."

Consequently, one of Diagrama's main targets for 2014 responds to the need to provide a unique and sustainable solution to the problems of people with long-term health-related issues such as alcohol dependency and substance abuse, as well as offending. The project approaches the target group's immediate needs but also goes beyond their dependencies, and provides a much more holistic approach. They need support in securing a home, a steady job and reliable support system which will allow them to succeed in life and leave behind the world of alcohol and drugs, and this social enterprise will do just that.

A rehabilitation centre led by a social enterprise is a proposition that has been tried and tested in other countries, and there is evidence that such work can be supported here in the UK. It is an innovative and fresh way of looking at this very difficult issue and the current environment in the UK seems to be moving in that direction. However, like all innovative and new ideas, there are certain risks and barriers that need to be taken into consideration. These issues range from difficulties for ensuring funding, to a lack of a general knowledge about them, which will be touched upon later in this document.

As aforementioned, the potential for social enterprises running what would normally be considered to be public services is not a new idea in the UK. There are several examples that can be found, and within different sectors. For instance, the NHS has seen a recent move towards delivering its services through these types of organisations, which taps into the government's current working philosophy of the big society. It has gone so far as to create an initiative named "Right to Request" to try and encourage NHS staff to come up with ideas for social enterprises for the delivery of services.¹¹ Furthermore, the Prison and Probation Services have been working closely with different social enterprise groups in the provision of some of their services.

Diagrama and Basta have been working on the transfer of Basta's model to the UK for several years through various projects and best practices exchanges that have allowed both organisations to build a solid foundation upon which this transfer can take place. We are confident and prepared to take on any challenges that may arise, and successfully introduce a different way of working with substance misusers and unemployed people to the UK.

e. Target group

As aforementioned, there are large numbers of people with substance misuse problems who are simply not getting the help they need and are continuously relapsing. Unfortunately, substance misuse is not their only problem: this tends to lead to unemployment, family breakdown, serious health issues and in many cases, crime.

In relation to substance abuse and crime, the government estimates that "half of all acquisitive crime (sometimes called "trigger offences"), including theft, burglary, car crime, shoplifting and begging, is linked to the use of heroin,

¹¹ Department of Health, "The Right to Request," November 20, 2008, 3.

crack and cocaine.”¹² Until the real reason for this type of offending – alcohol and substance abuse – is not addressed, the offending and reoffending rates will remain the same and people and communities will continue to suffer because of it. The criminal justice system is not the most appropriate institution to deal with people who have a substance abuse problem, but it can be a good place to ‘catch’ those who have a problem, and then provide them with appropriate treatment.

Specifically in Kent, where this project will most likely be located, the latest statistics available show that there are between 3,640 and 7,591 problem drug users in Kent. There were 2,483 problem drug users (users of heroin and/or crack cocaine) who had not been in touch with a structured treatment for the last two years. Furthermore, levels of drug taking among adults in the southeast region were the third highest in England and Wales in 2003-2004. The updated adult needs assessment for Kent suggests that despite the large increase in numbers in treatment in 2008/09, there remains a significant number of problem drug users in the county that are not engaged in structured treatment.¹³

f. Risk and barriers of setting up a Social Enterprise

The report “Reducing Re-offending Through Social Enterprise” found that one of the main barriers social enterprises faced when taking on public sector contracts was with commissioning and procurement. Those involved in social enterprises expressed a perceived over-reliance on the full panoply of European Union contracting law by many public sector agencies. In order to address this, a set of recommendations published in 2007 suggested solutions such as the development of a common language in commissioning and procurement for terms like ‘public value’, ‘social requirements’ and ‘community benefits.’¹⁴ This would help clarify the reason of existence of social enterprises, and would bring clarity to those who are still unsure of how these entities work and are capable of combining social and economic profits.

Another solution to such barriers is to commission projects on outcomes, rather than outputs. This would signify an important move because it would shift the focus to specifying an end goal for the provider to achieve, rather than just trying to hit their specified targets. Working this way would allow for the creation of integrated packages of activities that reflect the multiple needs of many of the client groups, which when dealing with substance misusers is very important.¹⁵ It is fundamental to understand that with rehabilitation services, its outcomes are sometimes difficult both to measure and connect to a particular intervention, but it allows to provide a much more holistic service.

¹² Kent and Medway Public Health Observatory, “Kent and Medway Public Health Observatory - Drugs,” *Kent and Medway Public Health Observatory*, 2013, <http://www.kmpho.nhs.uk/jsna/drugs/>.

¹³ Ibid.

¹⁴ Nicky Stevenson, Guy Turngull, and Sipi Hämeenaho, *Reducing Re-Offending Through Social Enterprise* (Concilium, November 2009), 22.

¹⁵ Ibid.

Working with outcomes also allows for, and incentivises, innovation in services and their delivery methods.

In a report that was to inform the National Offender Management Service (NOMS) about the current level of activity of social enterprises working with prisons and probation services in England, it was found that one of the most common barriers, from a social point of view, was the lack of knowledge and understanding of the benefits that these types of businesses can bring. More specifically, in the UK this is an issue within the Prison Service. There seems to be a lack of general understanding and confusion as to what these are. It was difficult for those interviewed by the report to understand how a business and profit-driven enterprise could generate economic gains as well social benefits. It was felt by those interviewed that trading in an open market would take away from the social goals of the organisation.¹⁶ For this reason, Diagrama has been working very hard to ensure that probation services, prisons, NOMS and other relevant agencies have a full understanding of what is being created, and that any hesitation or doubts about the project are addressed quickly and effectively.

Another barrier is the anxiety around the sustainability, financial viability and risk element that comes with the operation of social enterprises. It is very important to remember that a social enterprise, like any other business, carries a certain degree of risk. It is essential that any enterprise ensures that their business can satisfy statutory requirements regarding processes and procedures, and comply with all legal requirements.¹⁷ Nevertheless, if it is well thought-out, and supported by evidence, it should not discourage its potential. One must only look at the evidence to remain assured that investment in social enterprises, especially those that have been tried and tested, is not as much of a risk as it may seem at first.¹⁸ It is important to continue encouraging not only government funding and investment but also non-state players, to assist in the provision of capital.

In addition to having to deal with the current economic situation in which the government is cutting funding from almost every sector, social enterprises also have to deal with issues regarding State Aid Rules and competition. Many of the social enterprises working in the UK are partially funded through government support. Government officials from various arenas are hampering or delaying financial support by inappropriately applying them, affecting the functioning of the enterprises,¹⁹ and consequently are preventing smaller businesses and organisations with social goals from receiving the support they sometimes depend on for their survival.²⁰

¹⁶ Ibid., 22.

¹⁷ Ibid., 60.

¹⁸ Mo Girach, "Keeping it straightforward: a discussion paper on social enterprise in the NHS and Transforming Community Services," 7.

¹⁹ Julian Blake, "Charity and Social Enterprise Law Update" (Bates Wells and Braithwaite, Autumn 2005), 5.

²⁰ Mo Girach, "Keeping It Straightforward: A Discussion Paper on Social Enterprise in the NHS and Transforming Community Services," 7.

That being said, it is important to note that not all social enterprises depend on government funding (or funding from other sources for that matter), and Basta is just one example of such. Since its creation in 1994 Basta has not accepted any type of charity, grants, or funding for its work. The money it receives is based entirely on the exchange for services it provides, as well as on the businesses that have been created within the life span of the organisation. This makes Basta completely independent and self-sustainable in all of its work and actions from outside influence, and the workers and shareholders have full control of their activities. And it is what this project aims to do within 5 years.

3. Social Enterprise Project in the UK

a. Services provided

Diagrama is proposing the creation of a centre that combines features from successful social enterprises and its own working model, adapting and creating a place that suits the needs and culture of the UK. The project will provide a home, close life-mentoring, employment and health education for its clients as well as access to further opportunities to promote independence, on-going education and skills development. There will be no de-tox nor chemical intervention treatments on site. Members will be free of any chemical, drug-related or alcohol dependency when joining the project.

Basta's "Cornerstones" developed over many years in Sweden, will be imported to Basta UK and will form the basis for each individual development plan adopted by each new arrival. Negotiation and extension of personal goals and longer term ambitions will ensure that each member creates their own pathway to their future and through sharing their skills and energy, Basta UK will expand its own services to others.

Each member will come from a background of addiction-related offending, as well as unemployment, and will have made a commitment to change their lives through hard work and determination to succeed. The ambience will be based on self-help, mutual support and group success. Each member will receive a salary in recognition of the work they do and each person will progress towards sustainable independence to lead a toxin-free, responsible and fulfilling life.

Business Incubators will be established, based on skills imported with members. Members will be part of a skills-match team created to develop each Business Incubator. Those with skills will share with, and train others. Individual life mentoring alongside vocational training will enable members to move forward and identify their own potential and ambition. Through local partnership networks, skilled and practiced entrepreneurs will support each Business Incubator, donating their time free of charge. This also offers the potential for move-on employment opportunities to Members.

Initial incubators will initially include: woodwork, horticulture, agriculture, craftworks, catering, and administration. Other Business Incubators will follow,

in response to newly arriving members and the skills and experience that is imported with them.

b. Management's experience

Basta UK will be part of Diagrama Foundation UK and as such will be led by David McGuire, Chief Executive who is responsible for all Diagrama UK's activities. David previously worked for Fundación Diagrama in Spain and has established the UK entity. David is supported by an able team at central administration level.

The core development team includes Sofia Iglesias, who as Project Coordinator leads on research and project initiation. Sofia has an impressive CV which includes working on social justice and family mediation services as well as working at international level across a range of projects. Maureen Walby provides support with project development, identifying partnerships that can extend and enhance Diagrama's work. Maureen's long history in European and national funding, along with her links to networks and sources of information ensure that Diagrama is well placed to respond to opportunities. CVs of all staff are available on request.

Furthermore, Basta has agreed that two of their Senior Management Team will be seconded to the UK to manage the setting up process and to take the lead on project management for the first year of operation in Kent. Both people have a long history of substance dependency prior to joining Basta and both are long-term Basta residents with wide experience both in their chosen vocational area and in human resource management and Basta practice.

Once established, the site management team will comprise members themselves who will lead the day to day decision making process, closely supported by mentors from the wider community, project staff, business partners and with transnational guidance.

Financial Management

Diagrama's Chief Executive is responsible for all management and administration issues, including those relating to financial planning and resource management. A qualified accountant and two administration assistants support him.

Once the project is established, members and project staff will maintain delegated budgets to ensure local management of resources and full awareness of the enterprise aspects related to the project. This is also an empowerment and vocational training area.

c. Customers

There are various types of customers in this social enterprise project. Firstly, there are public customers, which encompass any public/government

organisation such as the Ministry of Justice, probation services, prisons, local authorities, housing agencies and the health and care system. This group of customers will have the possibility of buying services for those under their care that require support. The work can begin even before the person is released from prison, and once they are they can join the community as full time participants. There will also be the possibility of having day placements for work experience and social assessment so that upon release, new members can be welcomed directly into the project community.

The private customers include any other organisation who may require to buy services from us as well as private individuals/families who are interested in the rehabilitation programme. In order to buy the service, it is not required that the person has spent time in prison or is referred by the aforementioned agencies; the person must simply have the true desire of changing their life around and be ready to work.

Lastly, there are the indirect customers. These are the people who will buy the services and products that are produced by the business incubators, and will most likely come from the local community around where the premises of the project.

d. Premises and production facilities/process

The search to identify suitable property for this first project is currently under way. The ideal property will be located in a semi-rural or rural area and will have the capacity to provide accommodation for up to 15-20 people in the main building. Outbuildings where workshops can be established are needed as well as a minimum of 5 acres of land on which to create vegetable gardens etc.

The current state of the fabric of the building is not important as the first group of members will be able to renovate as required.

Either a long-term lease (ideally pepper-corn or affordable rent) is essential. The aim is to be able to buy the property and in a perfect world, the donation of a freehold property would create added and very welcome security.

e. Unique selling points

Alternative to Custody

In Sweden, ex-offenders can apply to Basta as an alternative to their last year in custody and for these placements Basta receives a payment from the relevant authority. This innovation substantially reduces re-offending rates and during the last year of their sentence members receive life-mentoring and vocational training allowing them to prepare for their final return to society. Many choose to stay on at Basta once their sentence is finished, progressing to paid employment and passing on their personal support to further ex-offenders in due course.

The project offers similar support services. Various Kent Prison Governors are very keen to enter into negotiations to make this possible for selected ex-offenders, which would be possible under the Payment by Result scheme. The Ministry of Justice has further expressed a keen interest in establishing a test environment to assess the effectiveness and sustainability of this system. Diagrama is confident that structured controls and systems will enable major success to be achieved through using social enterprise as the means of community integration and personal independence and fulfilment for its members.

The cost of maintaining secure custody for those with substance abuse related offences is considerable. Moreover, therapy and rehabilitation for those in custody is very difficult to deliver and to maintain after their release. There needs to be a new solution to the spiral of offending, custody, release, reoffending, especially for those whose crimes are related to their continued use of drugs and alcohol. The cost to society of habitual offending is compounded by social needs and marginalisation of each individual offender's family, often perpetuating similar actions in children who have not had a positive role model. This project offers just that.

Support for Recently Released Ex-offenders

Ex-offenders on the point of leaving custody often face multiple disadvantages and exclusion together with no social circle or family to support them. This creates physical and emotional isolation that often leads to rapid re-offending, driven by lack of money and nowhere to live.

The project will work with Probation Services and directly with prisons to begin the planning and mentoring process with potential new members prior to their release from custody. In some cases negotiations will include day placements for work experience and social assessment so that upon release, new members can be welcomed directly into the project community.

Local partners already engaged in resettlement will play an important role in this process and links to their own projects provide essential support for eventual move-on facilities. They also provide alternatives to those who are not suited to the residential employment part of the project, or for those on any waiting list that cannot be offered an immediate place within the project community.

Self-sustainable

This project has been received funding for its initial stages, which include the setting up of the Management Team and the Development Group. Diagrama is still waiting to hear back about further funding that will allow it to secure the premises from where this programme will be developed.

Diagrama and its partners estimate that within 5 years the employment community will be totally self-supporting, offering paid employment to its full members and pocket money to its Associate Members. This means that all of

its income will be derived from selling its services, whether they are rehabilitation services or services delivered by the business incubators. Those purchasing rehabilitation services are only required to pay for the first year, as starting the second year, the member will become part of the company, and pay for their stay through their own work.

Through selling high quality products and services on the open market, and by running a successful company, people not only learn important communication skills and gain work experience, they also regain their self-esteem and can leave behind a life of crime and addiction.

f. Future opportunities

The potential of a social enterprise with a model that encompasses business incubators is immense. Initially, these incubators will include woodwork, horticulture, agriculture, craftworks, catering and administration. Yet, as new members join, new skills and experience will be brought along with them, and the programme will support them to develop new and innovative ideas that are good for business but also good for rehabilitation.

In order to successfully achieve this, the project will work with CAP Enterprise to support individuals with business ideas so that each Incubator can be developed to meet its full potential.

These Business Incubators are the starting point and provide the foundation activities. These activities will be extended through incoming skills and competences brought into the project by its Members and also through support offered by local partners and the project's support networks.

g. Relationships with members

Development Group

Diagrama will set up a Development Group for the purpose of steering the project. This group will be comprised mostly of potential members with an interest in becoming part of the new social enterprise. These foundation members are drawn from the target client group. Other members of the Development Group will include representatives of statutory agencies and local businesses.

The project aims to have a participatory governance model in which the target group is also the work force, including management. The social enterprise will be run by the client group themselves. They will not only work on the premises, but will also live there. Furthermore, the necessary quality demanded by the social enterprise to continue selling its services allows for the participating members to really know that their work is genuinely needed for the success of the company. Nothing is done just to make time pass. In this way, the production fulfils two combined purposes: a personal quality rehabilitation mind-set, working together with crucial business profitability.

It is believed that it is not enough to offer only work in order to start a rehabilitation process for someone who has, for decades, been socially excluded. Heavy drug abuse, often linked to criminal activity, create a feeling of low self-esteem and a constant feeling of insecurity and exclusion. Rehabilitation at this project starts out from the notion that everyone who comes to the company need to begin their own personal journey so they can gain control over their lives. Nevertheless, they are accompanied throughout this process by a mentor, who will be there to lend a hand when needed and support them in every step of the way.

The aim is that in the future this will be a client run social enterprise. This will mean that when a newcomer comes, the person can see other people that a couple of years back were in his/her position and who are now running a successful social enterprise and will be encouraged to do so as well.

h. Overall marketing strategy

The marketing for this project began a few years ago when Diagrama and its partners realised the gap in the provision of services in the UK as well as the potential of Basta. Through meetings, seminars and conferences, Diagrama began spreading the idea of a social enterprise that delivers rehabilitation services to key stakeholders, experts and other organisations working in the field.

And now, Diagrama together with its European and UK partners have put together a specific marketing strategy that involves the dissemination of the products and services offered by the rehabilitation centre and its business incubators.

Diagrama has been working in Kent for 5 years which has given the organisation a strong knowledge basis of the needs as well as the services available. This, coupled with the support that its UK partner provides – Action with Communities in Rural Kent – means the project is well aware of the needs and services available in the area, and is ready to tackle some of the existing gaps. There are rehabilitation services, but so far there is nothing in the region where rehabilitation is done through work and through the creation and development of a social enterprise. Thus, our selling point in the uniqueness of what our 'product' has to offer to a market where this nothing like it. In order to do so, the networks of these two organisations will be put to use in order to disseminate the products provided by the social enterprise.

Diagrama and Rural Kent will hold a dissemination seminar that will be used to promote the work of the social enterprise as a provider of rehabilitation services, as well as to promote it as a provider of other services (food market, catering, etc.) amongst identified key stakeholders.

In terms of competition, although there are other services providing rehabilitation treatment, no other organisation in the area does so through a social enterprise in which the actual users of the services have control over the direction of the business and empower people to change their lives

through meaningful work. No other rehabilitation community allows its users to continue working for as long as they want.

As part of our dissemination strategy, we are going to ensure that the project's progress is reported, not only to key stakeholders and customers, but also to other organisations who are working in the field of social enterprising. This information will be made available mostly through our website, or by getting in contact directly with us. This will create a platform of understanding for Diagrama and Elia, the two importers of the model, but also for all those working with us.

Our dissemination and marketing strategy will be regularly reviewed and where necessary revised in light of the project's evolution. At the moment, our dissemination activities will include the creation of a website, dissemination materials, face-to-face meetings, seminars, mid-project conference and a final conference.

Three main target groups for dissemination have been identified as:

1. European, national and regional institutions that are crucial for a successful transfer and for the sustainability of the project.
2. European, national and regional social enterprises and social organisations working with excluded groups and their inclusion into the labour market that can make use of the good practice.
3. Excluded groups wanting to find a new path in life.

i. Recruitment and training

The first public meeting to begin the process of identifying members for the Development Group took place on the 24th of February 2014, in Maidstone, Kent, and was followed by a one-week intensive training course to in Sweden at the end of March and beginning of April, where the cornerstones, operations, workshops, philosophy and targets of Basta Sweden were fully explained, and where the Empowerment Process began.

Once premises have been secured, Business Incubators will be established, based on skills imported with members, and they will be part of a skills-match team created to develop each these businesses. Those with skills will share with, and train others. Individual life-mentoring alongside vocational training will enable each member to move forward and to identify their own potential and ambition. Through local partnership networks, skilled and practiced entrepreneurs will support each Business Incubator, donating their time free of charge. This also offers the potential for move-on employment opportunities to members.

Business Incubators and Work Units

Services provided to the public will include bespoke furniture manufacturing, supported by Romney Marsh Wood Products and their team of Business

Mentors and Trainers. Through this business incubators and work units, training will be provided.

- **Horticulture**; on site and out-sourcing, supported by local garden centres and gardeners. Letts Green Landscapes will provide training, support and materials as well as helping to identify move on employment opportunities. Supported by No Walls and The Gardener projects, staff and trainees.
- **Agriculture**; on site activities and off site work experience supported by local farmers who will also provide training.
- **Self-sufficiency**; growing to maintain kitchen gardens for healthy, organic produce which will have the added advantage of improving members health, food awareness and nutritional education. Supported by the Blackthorn Trust and Common Work.
- **Cooking and Catering**; providing contract catering for weddings, events, markets and to provide nourishing, healthy and cost effective meals for Members. This will be supported by Community Foods who have made a commitment to work with the project and to support members through training as well as helping to identify move-on employment opportunities through links shared.
- **Administration & Management**; providing skills for future off-site employment as well as essential routine tasks and responsibilities associated with daily life within the project. Supported by Action with Communities in Rural Kent, Northfleet Community Hub and Volunteer Centres as well as Friday People and CAP Enterprise.
- **Woodwork**; supported by local partners, Romney Wood Products, this important vocational training will equip members for future employment as well as provide essential skills for on-site maintenance and construction. The creation of wood pellets for sale, derived from sawdust and waste wood creates additional income with wide scope for commercialisation. This product is in development. Also supported by Shepway Volunteer Centre who play an important role in the resettlement of ex-offenders as they leave custody and those living local in Probation Hostels.

4. Conclusion

Substance misuse affects large numbers of the population, and it affects not only those who suffer directly from this but also the people around them such as their families and their communities. It is costing the government billions of pounds once economic and social factors are taken into consideration, and a large number of resources and efforts are being put in to tackle this problem, unsuccessfully. Although there is good work being done, much more is needed.

As this report shows, the creation of a social enterprise that provides rehabilitation treatment for substance misusers – put simply – makes sense. Adapting the Swedish model, once Italian, will not be a simple task and it would be impossible to try and attempt that feat on one's own. Working in partnership at all stages of its development is necessary and Diagrama has

already taken the necessary steps in that direction. It has been actively engaged with local, regional, national and international partners to ensure that such a centre will adjust to the UK's needs.

As it has been shown, the creation of a centre will encounter barriers, and it does come along with certain risks. Nevertheless, these can be addressed and these should not impede the effective transfer of innovation because transferring the Swedish model to the UK *is* possible. And most importantly, the benefits that such a centre can create based on those seen elsewhere, clearly outweigh these factors, both economically and socially:

- The enterprises generate very high social profit, which exceeds the business profit by a factor of 50 or more.
- A social enterprise of this kind, from a business perspective, is an envious profitable business, with extremely high returns.
- It effectively addresses the issue of substance misuse, while creating business for the community.
- A centre as such is a safe investment, both in the short *and* long term.

The government is currently looking for innovative, effective and tested ways of treating substance misuse – this study has hopefully proven that this is the right way to go. Investing in such a model would be seen as a 'risk' and a 'venture' on part of the government, probation services as well as other agencies, but the need for a new way of working is more than clear and it should not let this opportunity pass.

ANNEX I

Basta - a social enterprise:

Basta is a social enterprise, outside Stockholm, that helps people away from drugs and criminality through qualified work, housing, and meaningful spare time. Our premises cover 80 hectares of land, lakes, and forest. Basta is unique in the sense that the company is owned and run by the client group themselves. People not only work but also live on the premises. About 95% of those working at Basta are from the client group (have experienced long-term drug abuse). This applies to top management and more or less to everyone that works in the company.

Basta sells various services such as carpentry, construction, cleaning services, graffiti removal, dog minding, and landscaping. Basta also sells drug rehabilitation services to the social services and the criminal justice system. When someone first comes to Basta, he (or she) comes for one year, directed from the public sector, by his (or her) own free will, in order to leave a drug abuse. Basta's tool for successful drug rehabilitation is work. It is a path to self-help.

Through selling high quality products and services on the open market, and by running a successful company, people not only learn important communication skills and gain work experience, they also regain their self-esteem. After the first year the new comer has the possibility to stay and work in the company. Basta is a social enterprise that is growing and today Basta run activities not only in Nykvarn but also outside Gothenburg as well as in Södertälje.

There are more than 130 people involved in Basta's daily activities. Basta has no public grants; all income is derived from selling services. Basta has an extensive European network and we have a long experience of running European Projects. Currently we are involved in a Transfer of Innovation, where we will transfer the Basta-model to France and England.

Basta's view is that it is not enough to offer just work in order to start a rehabilitation process for someone who has, for decades, been socially excluded. Heavy drug abuse, often linked to criminal activity, create a feeling of low self-esteem and a constant feeling of insecurity and exclusion. Rehabilitation at Basta starts out from the notion that everyone who comes to the company need to begin their own personal journey so they can gain control over their lives.

Basta's different business activities feed into an on-going discussion about the quality of what is produced – it is the base for a successful enterprise and for a healthy lifestyle. The acknowledgement that quality increases well-being and leads to success needs to take place. Basta's quality production is economically necessary for the company's survival. This means that everyone at Basta knows that their work is genuinely needed for the success of the

company. Nothing is done just to make time pass. In this way, the production fulfils two combined purposes: a personal quality rehabilitation mind-set, working together with crucial business profitability.

At Basta living and working go hand in hand, and its programme is not time-limited. There are few municipalities that are prepared to pay for very long-term rehabilitation. Therefore Basta charges only for the first rehabilitation year and after that the public authority's responsibility ceases. The former client, or with Basta's terminology "the apprentice", will after the first year go from being an apprentice to a co-worker or colleague in the company, paying for their stay through their own work.

The average time a client remains at Basta is somewhere between three and four years. This means that the vast majority of the people who live at Basta are not supported by the public authorities; they live off their own work and the income they make by working with the company through the sales and production of goods and services.

The production at Basta is strongly decentralized – this is a deliberate rehabilitation decision. Through a strongly decentralized organisation many people are given the opportunity to take on responsibilities and leadership, which leads to human growth and increased self-esteem. At Basta professional skills are also gained. Professional skills are an objective, but they are secondary to the main objective of developing self-esteem and recapturing communication skills.

Basta's work units:

When you come to Basta you start to work in one of the different work units. At first you are placed where you are the most needed, but after the first three months you have the possibility to change work site depending on your interests and choice of career path.

All work units are the result of business ideas from the people who have come to Basta. Through using people's entrepreneurial skills ideas have been developed and are now profitable units in the company.

Carpentry

Basta has a carpentry where they produce and sell high quality furniture. In the past Basta has worked with a consultant who is helping us set up a web shop for our products, to be launched next year together with our new and improved web site.

Graffiti removal

We have a team that works with graffiti removal in the nearby municipalities. This is a contract we have won through public tendering and sometimes we also function as a sub-contractor to other big companies.

Construction

Basta has a construction team and within the team we have competences that cover all areas within the trade. Basta Construction builds new houses and remodels, sometimes in close collaboration with our carpentry.

Cleaning

We have a team that works with professional cleaning. Clients are everything from schools, and gyms to private homes.

Dog hostel

Basta has a dog hostel where you can leave your dog during daytime when you are at work and you can also leave your dog for longer periods of time when you are for instance travelling. The dog hostel has received the highest score in the Swedish Kennel Associations' rating, which means that there is a great demand for our services. The dog hostel today has capacity for 26 placements.

Stable

Basta breeds horses, but foremost we also sell riding lessons to private customers or companies. We also rent out space in our stable.

Green maintenance

We have a team that works with the maintenance of parks and other green spaces. The team works in nearby municipalities or in private homes. During winter this also includes taking away snow for private customers as well as keeping the local train station clear from ice.

Internal work units:

Maintenance

Basta covers around 80 hectares of land that includes forests, lakes, meadows, and many buildings. There is a lot of maintenance that needs to be done regarding the houses and our land.

Rehabilitation team

We have preferred provider contracts with about half of the municipalities in Sweden (about 100, in Sweden it is the municipality that is in charge of social services and drug rehabilitation). Basta also has a contract with the Swedish Criminal Justice system.

There are two ways you can come to Basta. Either the social services buys a placement for one year (after the first year the payment stops but the individual has the possibility to stay at Basta). Or the Criminal Justice System buys a placement. It is important to say is that you have to come to Basta through your own will. It can not be the choice of anybody else. Through the Criminal Justice System you can be sentenced to come to Basta instead of prison - if you ask to - and can justify it. You can also ask the prison board if you have spent a longer time in prison to spend your last year at Basta. Once again - it has to be something that you work for. It is also important to mention that at Basta there are no gates or guards.

The most typical profile of a Basta client is someone who is a substance mis-user; he/she is on average 38 years old but has been abusing substances for about 20 years and has spent an average of 5 years in prison.

The rehabilitation team is responsible for all contact with the social services and the Criminal Justice System. They are in charge of making sure all newcomers settled in and have a work placement. They are also responsible for keeping data for Basta's quality system.

Administration and IT

Basta has today a yearly turnover of about 25 million SEK and all accounting and reporting is done on site. There are currently two people trained at Basta that are employed for doing our book keeping.

Kitchen

At Basta we serve food for about 70 people three times per day. The kitchen is run like a restaurant giving people professional skills.

European Projects

We have an extensive European network, and through many different European projects we are able to exchange ideas and good practice with them.

Basta's corner stones:

Empowerment is not an easy phrase to work with. It has a range of meanings and several dimensions. In Basta's ideology empowerment is based upon our six "cornerstones":

- real work,
- quality consciousness,
- solidarity,
- ecology,
- the benefit of the good example, and
- the pride of being independent.

These corner stones permeate all levels and actions at Basta.

Real work – as a tool for communication

The "therapeutic" tool used at Basta is work, and the tool is used to regain lost communication skills. You could say that at Basta the first key principle is to help people redevelop vital communication skills and norms of human interaction. Many of those who have been involved in drug abuse for long periods of time will have experienced homelessness, crime, and have been in and out of prison and rehabilitation.

Many ex drug users will not have communicated in a normal manner with people for years. This means that work is conducted at Basta not just as an end in itself, but rather as a means to promote communication and human interaction.

It is the process of work, which is central to the rehabilitation process. Through doing real work, Basta people start their process of regaining a lost self-esteem and building their communication skills.

Our catch-phrase “real work” also relates to the fact that Basta never lets people work just to pass time. Everyone is needed, and if you do not do the work assigned to you, it will not get done; the business will be at risk.

If Basta goes bankrupt, people will lose their jobs, and more importantly about 100 people will also lose their homes and their social structure.

Quality consciousness

Basta puts quality into every aspect of its process. Often the life of the drug abuser has been without quality in many different senses. It is essential to break out of this cycle. Basta wants people to see that there should be quality in many aspects of daily life. In the workplace this means that products produced at Basta must be high quality. Basta never undercuts the market on price. It is essential for the workers at Basta to know that the goods and services sold to a customer are bought due to their quality, not due to a cheap price or out of pity for those employed there.

Solidarity

A selfish attitude is usually an inevitable by-product of habitual drug abuse, where your own needs must be fed at the cost of all else. At Basta the thought of solidarity is a basis for its functioning. Basta uses a mentoring system whereby all new comers are assigned a mentor who they can go to with any problems or if they just feel like a chat or some company. This solidarity is an on-going process as those individuals that have been a year at Basta have the opportunity to become a mentor for other newcomers.

Personal ecology

Drug users are not used to taking care of their bodies. Not only do they inject harmful chemicals, but they also do not think much about that they eat, personal hygiene, or their immediate living environment. When people arrive at Basta, the majority are in a bad way both physically and mentally. Ecology at Basta therefore means starting to think about yourself, what you eat, your exercise, and your health. With time this notion of ecology extends to starting to care for one's room, one's workplace, and then finally the global environment.

The benefit of a good example

Basta is a client run social enterprise. Almost all posts on the Board and in management are held by people who themselves have gone through rehabilitation at Basta. More than 90 % of the people who live and work at Basta have this background. That is how we justify calling Basta a “client-run” social enterprise.

This means that when a newcomer comes to Basta, the person can see other people that a couple of years back were in his/her position and who are now running a successful social enterprise.

The pride of being independent

The people at Basta are encouraged to take pride in independence on two levels; firstly, in an individual sense in terms of being in control of their own lives and secondly in terms of being part of Basta – an independent social enterprise.

Basta in figures

Basta is a non-profit association. That means that all profit is reinvested in order for us to improve our work and allow for more people to come to Basta. About 50 % of our turnover comes from selling rehabilitation services and about 50 % comes from selling the services and products we produce at Basta.

The figures below is for Basta (amounts in Swedish Krona SEK) –

Year Turnover Profit

Year	Turnover	Profit
2008	23.59 million SEK	22,000 SEK
2009	25.19 million SEK	0
2010	22.23 million SEK	234,000 SEK
2011	20.75 million SEK	519,000 SEK
2012	20.17 million SEK	488,000 SEK
2013 (to be closed)	27.1 million SEK	3.2 million SEK
2014 (estimate)	26 million SEK	621,000 SEK

The figures below are for the Basta Group which includes Basta Nykvarn, Basta West, Ragnhildsborg (amounts in Swedish Krona SEK) –

Year Turnover Profit

Year	Turnover	Profit
2008	33.84 million SEK	260,000 SEK
2009	43.97 million SEK	3.43 million SEK
2010	41.15 million SEK	3.11 million SEK
2011	44.31 million SEK	4.98 million SEK
2012	43.53 million SEK	3.85 million SEK

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