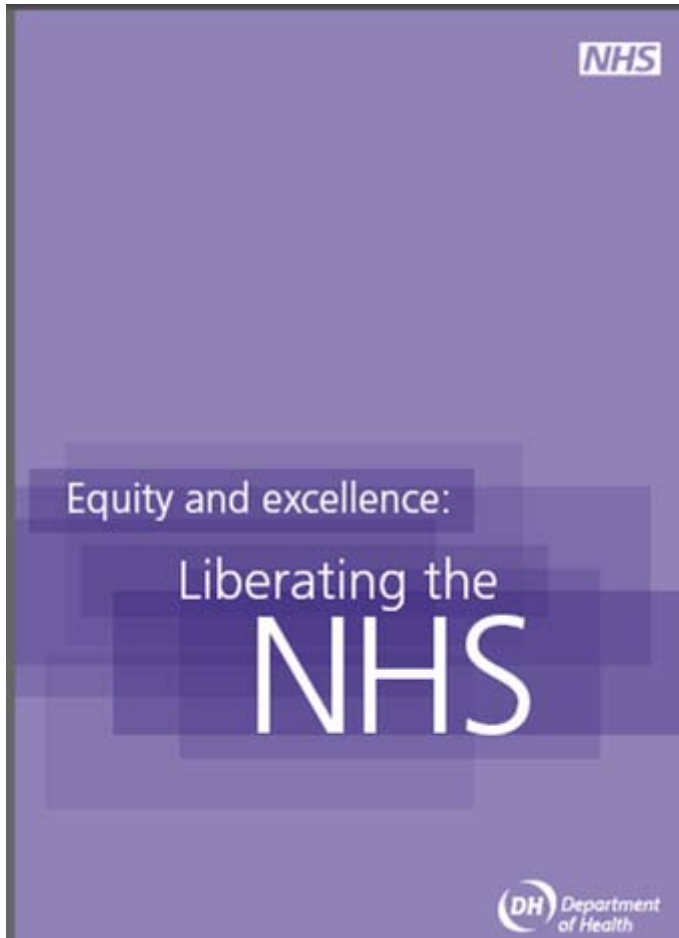


The 'Right to Request': Transforming health and social care

Bob Ricketts
Director of Provider Policy
Department of Health

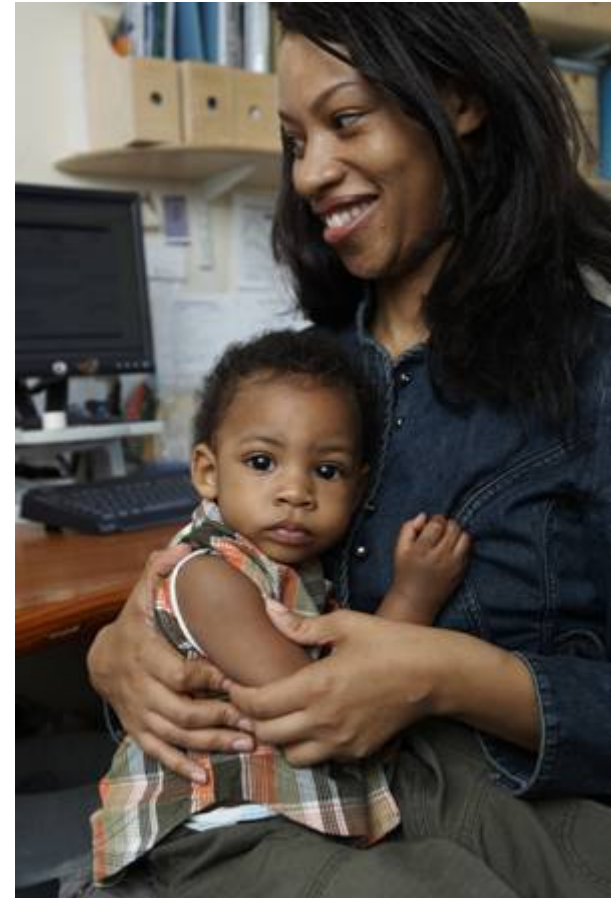


Equity and Excellence: Liberating the NHS

Ambition to create the largest and most vibrant social enterprise sector in the world.

Support for the creation and expansion of mutuals, co-operatives, charities and social enterprises to enable these groups to have much greater involvement in the running of public services.

- The first policy of its kind
- Opportunity for NHS staff to combine clinical leadership and entrepreneurial skills
- Increased staff ownership and influence
- Wider community benefits such as regeneration and social inclusion
- Public money spent commissioning social enterprises often achieves social benefits beyond the service directly procured



- 61 Right to Request proposals – a significant step towards the development of a vibrant social enterprise sector
- Wide range of services – from GPs to dental, nursing, AHP, tele-health and whole community provider arms
- Three Right to Requests have gone live already:
 - City Health Care Partnership – Hull
 - Your Healthcare – Kingston
 - Inclusion Healthcare – Leicester
- Nearly 25,000 staff and £900m> expected to be transferred to the social enterprise sector by 2011
- Staff ranges from five to 3,500
- Turnover ranges from £160,000 to £104m

We are working to a challenging timetable

By April 2011

- First wave must be operating as a social enterprise
- 2nd and 3rd waves must demonstrate significant progress, set up legal entity, transfer senior management team and be ready to hold a contract

By Summer 2011

- 2nd and 3rd waves staff transferred & services fully operational

It's not easy!

- Many skills needed – development of entrepreneurial and leadership skills
- Market research – know your audience and understand their perceptions
- Getting the right messages to the right people - how do you find the 'mavericks'?
- Social enterprise is about hearts and minds, not just policy.
- Financial support
- Benefits of learning from peers, partners and mentors
- Anticipate the unexpected

It's not easy!

- Professionals may be risk averse
- Pensions & T&Cs = key to unlocking staff support
- Values matter – ‘the NHS family’ is a strongly-embedded concept
- Some unions & commentators saw/still see ‘Right to Request’ as “a stepping-stone to privatisation”
- Avoid ideology, emphasise benefits to service users

Particular issues:

- Competing alternatives – Community Foundation Trusts
- Proximity to Election

DH support

- Peer networking and knowledge sharing
- Workshops offer learning and development opportunities
- Direct contact between Social Enterprise Unit and Right to Request organisations

Social Enterprise Investment Fund

- Established to address the gap social enterprises face when accessing commercial investment
- Funding available to all Right to Request organisations
- Grants, loans and business advice and support
- Blend of social and financial returns
- Invested in circa 300 social enterprises to date