

Health and social care – Community of practice membership guidance



About this guidance

This guidance will help you decide if the health and social care community of practice is right for you and if you are eligible for membership. It includes information about the intended aims of the community of practice, what members can expect and what is expected of members. The guidance also includes information about how to complete your application.

For more information and to ask questions please join us for a FAQs webinar at 3.30pm on Tuesday 1 May. Follow this link to register: attendee.gotowebinar.com/register/214125881728855555



Introduction

Power to Change is an independent trust, whose funding is used to strengthen community businesses across England. At a time when many parts of the UK face cuts, neglect and social problems, we are helping local people come together to take control, and make sure their local areas survive and stay vibrant.

No one understands a community better than the people who live there. In some areas, people are already coming together to solve problems for themselves, and we support them as they run businesses which help their whole community and recycles money back into the local area. Community businesses revive local assets, protect the services people rely on, and address local needs.

Power to Change is building the evidence base for how health and social care outcomes can be achieved through community business. We also want to create the right conditions for these to thrive and grow long-term.

The Community of Practice (CoP) is designed to better understand the potential models for community business to succeed in addressing health and social care issues, and the challenges facing organisations with community led/shared ownership models currently working in this space. We will draw on the learning generated through the CoP to influence policy and practice.

We are looking for 10 to 14 individuals from community businesses, or organisations which are close to a community business model and looking to transition to become a community business, that are delivering health and/or social care services, to join our CoP. Over 8 months, they will look at the best approaches to, and the challenges of, health and social care service delivery for community businesses in a supportive and engaging peer environment, and share their findings to help the sector develop effective and sustainable services.

Please read through this guidance and if after doing so, you believe your organisation fits our criteria, then we would welcome an application from you.

Power to Change is committed to the advancement of equality, diversity and inclusion. It seeks to be a genuinely inclusive organisation by advancing equality and diversity through its policies and practices. We encourage and welcome applications from individuals from all backgrounds, who meet our criteria, and who are looking to improve the impact and sustainability of community-led/shared ownership delivery of health and social care services.

What is a community of practice?

A Community of Practice (CoP) is formed by people who engage in a process of collective learning in a shared area of interest, in this case health and social care delivery by community businesses. Through regularly sharing experiences and learning with each other members of the CoP improve and enhance their individual practice.

In practice members build relationships with one another, have joint discussions and activities, support each other and share information from their own experience. Over time working together in this way the CoP develops shared tools, stories and approaches to addressing challenges. This shared practice influences the work of each individual, and in this case the work of each community business they represent.

Each organisation we support will need to nominate an individual to take part in our CoP, which will explore the challenges and success factors in increasing the impact and sustainability of effective community business health and social care service delivery.

For more information on communities of practice please see: wenger-trayner.com/introduction-to-communities-of-practice

What will this community of practice do?

The CoP aims to support community businesses, and those transitioning to a community business model, to deliver better and more sustainable health and social care services. It will do this by creating a collaborative, problems solving, action-learning style environment. Members of the CoP will be engaged in both face-to-face and remote sessions to share challenges, approaches and learning with one another.


Individual practitioners in the CoP will develop their practice, learn from others' experiences, support others to learn from their experiences and engage with others to develop approaches to tackle shared challenges.


The CoP will be externally facilitated with administrative and knowledge management support to enable members to focus on sharing their experiences and developing their practice. The external facilitator will share learning with members, Power to Change and the sector more broadly.


We aim to bring together individuals representing a broad range of organisations within the sector in a portfolio approach, the shared interest will be the delivery of health and/or social care services within your local community. However, we will seek to engage a range within the membership of the CoP to represent different models and types of service delivery.


What is a community business?

The four key features of a community business are:

 **Locally rooted:** They are rooted in a particular geographical place and respond to its needs. For example, that could be high levels of urban deprivation or rural isolation.

 **Trading for the benefit of the local community:** They are businesses. Their income comes from things like renting out space in their buildings, trading as cafés, selling produce they grow or generating energy.

 **Accountable to the local community:** They are accountable to local people, for example through a community shares offer that creates members who have a voice in the business's direction.

 **Broad community impact:** They benefit and impact their local community as a whole. They often morph into the hub of a neighbourhood, where all types of local groups gather, for example to access broadband or get training in vital life skills.

Your organisation does not need to show how it currently meets all of these features but must show the future potential, ambition and plans to do so.

For more information and some inspiring community business stories please visit: powertochange.org.uk/what-is-community-business

What we mean by health and social care

In the context of the Community of Practice we are defining health and social care activities as those which can be commissioned or purchased. We know many organisations will deliver both commissioned services and broader wellbeing focussed activities, however for the community of practice we are focussed on formal health or social care service delivery.

For example, a community business delivering domiciliary care, a community-led healthy living hub delivering counselling services to the local community or a community business delivering post-natal services.

The Health and social care community of practice

How much time/effort would I need to commit?

You will be expected to commit to a face-to-face session every 6-8 weeks over 8 months. Members will also need to be able to allocate time around sessions to critically engage with preparation and any follow up they take away from sessions. There may additionally be some online engagement with the CoP.

The CoP will initially run for an 8-month period, however it may continue for a further twelve months so please take this into consideration when deciding whether to apply. To enable members to dedicate time and resource to critically engaging with the CoP and getting the most possible from participation the organisations which members represent will be reimbursed £300 (pro rata) per day spent engaging with the CoP, including travel and expenses. This will include reasonable time outside CoP sessions for preparation and further work.

About the convener

The CoP will be externally facilitated and learning will be captured to be shared with members and the broader community business and health and social care sector. This learning will also be shared with Power to Change. The external facilitating group will also act as administrators and in a knowledge management capacity for the CoP; it will be responsible for supporting CoP members through accessing and sharing information and providing some research assistance.

Objectives of the community of practice

Over an initial 8-month period, the Health and Social Care Community of Practice will:

- Come together as a group of practitioners, supported by an external convener, with the mission to explore challenges and success factors to community businesses delivering sustainable health and social care services which deliver positive outcomes for users;
- Attend face-to-face meetings, live online events and take part in ongoing collaboration;
- Develop and share insight into the challenges and success factors relating to community-led/shared ownership models of delivering health and social care services;
- Draw on fresh experiences and input from a range of experts from inside and outside the community business and health and social care sector. This will be facilitated by the convener at the CoP's request;
- Increase the knowledge, skills, capacity and practice of the individual practitioners and the organisations they represent;
- Contribute to the development of new knowledge and creative solutions to meet the challenge of delivering sustainable and high-quality health and social care services through community-led/shared ownership model;
- Develop and share learning to influence and support the wider sector.

Can I apply?

Applicants to the CoP should have an active role in the delivery of health or social care services at either a community business or at an organisation which is (or is planning to) transition to a community business model.

You should be able to provide a broad range of insight from the experience of your organisation including the design of health or social care services, funding and business models, any regulatory challenges and/or solutions and delivery of health or social care services.

It is therefore expected that members of the CoP will be relatively senior staff, depending on the size of the organisation. Potential job roles include, although not exclusively, registered managers, directors, chief executives, senior leaders in health and social care delivery at community businesses

We aim to have membership from organisations delivering a variety of services or utilising various models of delivery.

Application Criteria:

Applications for membership will be assessed across a range of criteria including:

1. Organisational delivery of health and/or social care services
2. Experience and skills of nominated practitioner, across a range of aspects including health and social care, community business and diversity of income streams
3. What the individual and organisation might gain from membership
4. Organisations which are, or are transitioning to, a community business model

Additionally you must:

- Be based in England; and
- Work for a relevant group, an organisation or an association, we will not accept applications from individuals representing themselves and not an organisation.

Skills and experience of the practitioner:

- Experience of health or social care service delivery at a managerial or senior position;
- Sufficient authority within the nominating organisation to influence practice based on learning from within the CoP;

- Experience working in a senior level within a community business, or organisation transitioning towards a community business model;
- Experience of business development and/or income generation, in particular through commissioning and procurement and the use of personal budgets;
- Understanding of organisational business model, for instance understanding sources of income, how services are funded, whether there is any cross-subsidisation of or from health and social care services and any of the challenges associated with the organisational business model.

What is not eligible?

- Individuals or sole traders, each applicant must be representing an organisation;
- Staff time/expenses that is unrelated to CoP membership;
- Organisations whose sole purpose is the advancement of religion;
- Organisations that do not have charitable purpose (this does not mean you need to be constituted as a charity);
- Organisations not currently delivering health and/or social care services;
- Organisations based outside England.

The application

In this section we detail the questions that will be asked in the application form alongside any relevant guidance for answering them.

We have tried to keep the form simple, while collecting all the information we need to make decisions about which applications to take further.

We ask direct questions with multiple choice options and tables wherever possible to gather factual information while leaving free text for you to describe your organisation, skills and experiences in your own words.

If you leave a required field blank you will not be able to continue to the next section of the form until you have completed it.


The application form has five sections:

- About you;
- About your organisation;
- About your community;
- About about your community business;
- About the support that you are applying for.

Data protection

By submitting information via the application form you agree that Power to Change and our partners may use the data that you have provided.

Wherever your personal information may be held by us, we will take reasonable and appropriate steps to ensure that the information that you share with us is protected from unauthorised access or disclosure. For more information please see our Privacy Policy powertochange.org.uk/our-privacy-policy



The application

Question(s)	Topic	Guidance
1-5	Individual details	Please provide the details of the individual applying to be a member of the Community of Practice
Organisational details You will need to provide some basic details about your organisation.	6 - 13 Organisational details including name, address and registration number	Please provide details of the organisation.
	14 Organisational charitable purpose	Please select your charitable purpose: <ul style="list-style-type: none"> <input type="radio"/> Advancement of education <input type="radio"/> Advancement of religion <input type="radio"/> Advancement of health or the saving of lives <input type="radio"/> Advancement of citizenship or community development <input type="radio"/> Advancement of the arts, culture, heritage or science <input type="radio"/> Advancement of amateur sport <input type="radio"/> Advancement of human rights/conflict resolution/ reconciliation/promotion of religious/ racial harmony/ equality and diversity <input type="radio"/> Advancement of environmental protection or improvement <input type="radio"/> Relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage <input type="radio"/> Advancement of animal welfare <input type="radio"/> Promotion of the efficiency of the armed forces of the Crown, or of the efficiency of the police, fire and rescue services or ambulance services <input type="radio"/> Any other charitable purposes

The application

Question(s)	Topic	Guidance
15	Organisational impact area	<p>Please indicate which is the predominant impact area for your organisation's work:</p> <ul style="list-style-type: none"> <input type="radio"/> Increased employability <input type="radio"/> Improved health and well-being <input type="radio"/> Better access to services <input type="radio"/> Reduced social isolation <input type="radio"/> Improved local environment <input type="radio"/> Greater community cohesion <input type="radio"/> Greater community pride and empowerment
16	Community business criteria	<p>Please indicate briefly how your organisation meets, or is progressing towards, each of the four community business criteria. It is not necessary that your organisation can currently demonstrate how it meets each of the criteria, however you will need to how your organisation intends to progress towards each.</p>
16a	Locally rooted	<p>Demonstrate how your organisation is rooted in a particular geographic place and responds to its needs.</p>
16b	Accountable to the local community	<p>Whether through a community share offer, membership, legal structure or regular community consultation, you do - or have plans to - give local people real, ongoing decision making power to shape the business.</p>
16c	Generating trading income	<p>You are or you aspire to be a business with a clear trading model, selling services or products to people in your local area, with profits used to deliver local benefit. All or part of your income comes from activities, for example running services or selling the produce you grow.</p>
16d	Broad community impact	<p>Your organisation will benefit the community as a whole, and you can clearly evidence the positive social impact that your activities have on the broader community. It will be inclusive, and give opportunities for people with different abilities and backgrounds to get involved.</p>

The application

	Question(s)	Topic	Guidance
Community of Practice practitioner The following questions are exploring the skills and experience of the nominated practitioner and exploring the potential suitability of becoming an active member of the CoP.	17	Health and social care experience	Please outline the experience of the nominated practitioner in health and/or social care service delivery at a senior or managerial level. This section is to demonstrate understanding and knowledge of the sector.
	18	Community business experience	Please outline the experience or understanding of the nominated practitioner in the community business sector or VCSE sector more broadly.
	19	Business development and business models	Please describe the knowledge and experience of the nominated practitioner in business development and the business model used for delivery of health and/or social care services. For instance, if the individual has been involved in submitting responses to procurement opportunities and for grant funding and understanding of personal budgets.
	20	What will you bring to the community of practice	Building on the previous responses please describe how the nominated practitioner will contribute to the community of practice, think about their experience, knowledge and skills. This could include transferable knowledge from other sectors.
	21	What will you gain from being a member of the community of practice?	Explain what you will gain from being a member of the Community of Practice. Think about the individual's practice and how they could influence and change practice in the organisation as a whole. Also consider how this might impact the local community, both beneficiaries of services and the broader community.

The application

	Question(s)	Topic	Guidance
<p>Organisational health and social care activity In this section we want to understand more about the types and models of health or social care delivery used at your organisation. This will, in part, enable us to get a balance of organisations engaged in the Community of Practice whilst maintaining shared interest at the core of the Community of Practice. We are also interested in your organisation's business models and income streams.</p>	22	Health and social care services	Use the table to tell us about the health and/or social care services delivered by the organisation. Include the specific activities, who and how many beneficiaries there are, the funding sources and if there are varied income streams for any one service. Think about commissioning/procurement, grant funding, self-funder and personal budgets and any other source of funding such cross-subsidisation from other income sources.
	23	Staffing and delivery of services	Use the table to tell us who delivers health and/or social care services at your organisation? Include numbers of FTE staff and volunteers.
	24	Collaborations and partnerships	Tell us about any collaborations or partnerships you have for the delivery of health and/or social care services. Which are the other organisations involved? What is the purpose of the partnership?
	25 – 26	Broader organisation work	Approximately what proportion of your organisation's turnover is health and/or social care services? Describe other activities and services your organisation delivers.
	28	Challenges	Outline the main challenges your organisation faces in relation to the delivery of health and/or social care services.
	29	The future	Outline your organisations plans/ambitions for its future delivery of health and social care services.

The application

	Topic	Guidance
<p>Organisational support We want to seek assurance that the individual nominated practitioner has the broader support of their organisation to both be an active participant in the CoP and to be supported to implement learning in broader organisational practice.</p>	<p>Trustee/director letter of support</p>	<p>Please submit alongside your application a letter of support from a director or trustee of the community business which details that, if successful, the practitioner will be supported to engage actively with the CoP through releasing their time to do so. This letter should also express support for the individual to share the learning from the CoP within the organisation to influence its practice.</p>
<p>Equality and diversity Power to Change is committed to the advancement of equality, diversity and inclusion. It seeks to be a genuinely inclusive organisation by advancing equality and diversity through its policies and practices. We encourage and welcome applications from individuals from all backgrounds, who meet our criteria, and who are looking to improve the impact and sustainability of community-led/shared ownership delivery of health and social care services.</p>	<p>Equality and diversity monitoring form</p>	<p>Please complete the equality and diversity monitoring form.</p>

Application process

01

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Criteria check

Check that you and your organisation meet the criteria to apply for membership to the health and social care community of practice.

02

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Applications open

24 April
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Applications open. Send any queries about the community of practice to healthcop@powertochange.org.uk

03

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Join our webinar

1 May at 3.30pm
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Register to join the webinar taking place on April to find out more about the health and social care community of practice.
attendee.gotowebinar.com/register/214125881728855555

04

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Submit your application

15 May at 12:00pm
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Complete and submit your application.
powertochange.org.uk/get-support/programmes

05

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Decision

1 June
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We will let you know if you have been successful in your application to join the CoP.

06

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First meeting

12 June
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The first meeting of the CoP will take place (subject to change).