

# Health and Social Care Community of Practice

## Guidance for applicants



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**The CoP is an excellent forum to learn what others in the field have done, are doing and plan to do; what their successes and challenges have been and are. Through other CoP members experiences we have identified possibilities for our own organisation and hope to realise several of them. The meetings tend to be very inspirational, supportive and include moments of fun!**

A 2018 CoP member

## About this guidance

This guidance will help you decide if Power to Change's 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 has happened to date, what members can expect and what is expected of members. The guidance also includes information about how to complete your application.

If you require this guidance to be sent to you in large print or braille, please get in touch by email [comms@powertochange.org.uk](mailto:comms@powertochange.org.uk)

## Get in touch

### Register for the webinar

For more information and to ask questions please join us for a FAQs webinar at 11am, Thursday 14 February 2019. Follow this [link](#) to register.

We will send a recording to everyone who registers.

### Email us

If you have any queries about the CoP application process, please email [healthcop@powertochange.org.uk](mailto:healthcop@powertochange.org.uk)

### Other support and funding

Sign up to Power to Change's [newsletter](#) for inspiration and other sources of support.

## Overview

### Are you a community-led business? Do want to improve the community-led delivery health and social care services? Power to Change is looking to recruit new members to its health and social care.

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 achieving health and social care outcomes 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.

The CoP has been running since July 2018 and is entering a second phase in April 2019. We are seeking additional members to complement the existing group of six which has been working together over the past six months. In total 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 12 months, they will build on the work of phase 1 exploring the best approaches to, and the challenges of, health and social care service delivery for community businesses in a supportive and engaging peer environment, sharing 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.

### Diversity and inclusion

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.



## Part One

# What does the health and social care community of practice do?

**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 the work of each community business they represent. The learning so far has covered a range of topics including diversifying income generation streams and exploring different ways of working with one another.

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 <http://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 does this by creating a collaborative, problem solving, action-learning style environment. Members of the CoP take part in both face-to-face and remote sessions to share challenges, approaches and learning with one another. The CoP also engages with other groups to both build and share its learning and expertise. For instance in December 2018 a group of commissioners attended the CoP meeting.

This second phase of the CoP will build on the work to date which has included a focus on diversifying income streams, building individual organisational plans to do so, engaging with commissioners and strategic influencing through attendance at events.

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

We are bringing together individuals representing a broad range of organisations within the sector with a shared interest in the delivery of health and/or social care services within your local community. We will recruit a diverse range of members to represent different models and types of service delivery.

### Supported by a convener

A convener will facilitate and capture the learning of the CoP to share it 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 also acts 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.



## Part One

# What does the health and social care community of practice do?

### 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 models

- ▶ Develop and share learning to influence and support the wider sector
- ▶ Contribute to and be supported to engage in strategic influencing



**The CoP is an institution in its own right. I have explored, investigated, learnt and debated so many health and social care areas that would [be] impossible otherwise. The collective experience and wisdom of this group has been invaluable for my work. I highly recommend this group for personal development, sharing good practice and developing a direction for Power to Change in this critical sector.**

### Who is not eligible?

- ▶ Individuals and sole traders
- ▶ 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

## Part Two:

# What is a community business?

We are looking for community businesses to join our CoP. A community business has the four following features. 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. We appreciate that in the context of health and social care organisations may, for instance, trade over a larger area due to the size of contracts available or predominantly benefit one (or a few) groups within a community. Please see the specific guidance relating to individual questions below.

### Locally rooted



[Burton Street Foundation](#)

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.

*Burton Street foundation in Sheffield brought a former school building back into use organised by the community, for the community.*

### Trading for the benefit of the local community



[B Active N' B Fit](#)

They are businesses. Their income comes from things like renting out space in their buildings, trading as cafes, selling produce they grow or generating energy.

*B Active N' B Fit tailors it's classes and programmes to benefit the whole community with a focus on public health.*

### Accountable to the local community



[Alt Valley](#)

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.

*Through community engagement, Alt Valley make sure that the services they provide cater to the local communities' needs and empower local people to make decisions, implement change and improve the quality of their lives through direct local action.*

### Broad community impact



[BS3](#)

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.

*BS3 are making a massive impact in Bristol; children from local nurseries are intergrated with older residents in a nearby care home and young volunteers spend time with older neighbours introducing them to basic technology skills. Both activities reduce loneliness and isolation of local older people.*

## Part Three: Can I apply?

**To apply to become a member of the Power to Change health and social care community of practice, you must be based in England and meet the following criteria:**

### 1. Be part of a community business or organisation that wants to be a community business that delivers health and social care

We will take into account how beneficial being part of the CoP will be to your organisation when assessing applications.

The Community of Practice will focus on health and social care activities that can be commissioned or purchased. We know many organisations will deliver both commissioned services and broader wellbeing and preventative activities, however for the community of practice we are for those that also deliver the more formal health or social care service.

Some organisations choose to cross-subsidise service provision, funding it through profit generated from other trading activities, this is also eligible for the CoP. 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.

### 2. Have an active role in health and social care delivery

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 are looking for the following 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

### 3. Can commit to CoP meetings for a year

Regular sessions are important for members of the CoP to develop trust and practice. You will be expected to commit to a face-to-face session every 6-8 weeks over 12 months (approx. 11am to 4/5pm, often visiting exemplar community businesses around the country) and 90-120 min virtual meetings in between.

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.

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, plus reasonable travel and expenses. This will include reasonable time outside CoP sessions for preparation and further work.

## Part Four: The Application process



- ▶ Read the guidance and check that you and your organisation meet the criteria to apply for membership to the health and social care community of practice
  - ▶ Applications open 31 January 2019. Send any queries about the community of practice to [healthcop@powertochange.org.uk](mailto:healthcop@powertochange.org.uk)
  - ▶ Join our webinar. [Register to join](#) the webinar taking place on 11am, Thursday 14 February to find out more about the health and social care community of practice.
  - ▶ Submit your application and diversity and inclusion monitoring form and supporting letter by 5pm Thursday 21 February 2019 on our website.
- ▶ Decision. By the end of February we will let you know if you have been successful in your application to join the CoP.
- ▶ The first meeting of the CoP will take place Friday 12 April (subject to change) so please hold this in your diary.

## Part Four: The Application preview

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

Question	Guidance
1. Applicant details	Please provide the details of the individual applying to be a member of the Community of Practice
<b>You will need to provide some basic details about your organisation</b>	
2. Organisational details including name, address and registration number	Please provide details of the organisation
3. Organisational charitable purpose	<p>Please select your charitable purpose:</p> <ul style="list-style-type: none"> <li>Advancement of education</li> <li>Advancement of religion</li> <li>Advancement of health or the saving of lives</li> <li>Advancement of citizenship or community development</li> <li>Advancement of the arts, culture, heritage or science</li> <li>Advancement of amateur sport</li> <li>Advancement of human rights/conflict resolution/ reconciliation/ promotion of religious/ racial harmony/ equality and diversity</li> <li>Advancement of environmental protection or improvement</li> <li>Relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage</li> <li>Advancement of animal welfare</li> <li>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</li> <li>Any other charitable purposes</li> </ul>

## The Application

4. Community business criteria	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 show to how your organisation intends to progress towards each.
5. Locally rooted	Demonstrate how your organisation is rooted in a particular geographic place and responds to its needs. We appreciate that some contracts may require you to deliver services over a larger geographic area. Please articulate how your organisation remains rooted in its place, for instance through reinvesting surplus back into the 'original' community.
6. Accountable to the local community	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. If your organisation is delivering regulated services, it may be challenging to build in full community accountability. Please articulate how the values of community accountability run through the organisation, for instance through co-production of those services.
7. Generating trading income	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.
8. Broad community impact	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. We appreciate that in the health and social care context organisations may predominantly benefit one, or a few, groups within their community. Please articulate how you intend to broaden community impact or the broader impact certain aspects of your activities have. For instance, if your organisation has a building that is used by the broader community as well as the groups that access formal services.

## The Application

**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**

9. Experience	Please outline the experience of the nominated practitioner in health and/or social care service delivery at a senior or managerial level and experience of business models and income generation. This section is to demonstrate understanding and knowledge of the individual
10. Engagement with CoP	Please explain what you hope to get out of the CoP and what you would put in place to ensure you could attend the face-to-face meetings and contribute in between.

**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**

11. Health and social care services	Please describe the health and/or social care services delivered by the organisation. Include the specific activities, who the beneficiaries are and the funding sources. Think about commissioning/procurement, grant funding, self-funder and personal budgets and any other source of funding such as cross-subsidisation from other income sources.
12. Challenges	Outline the main challenges your organisation faces in relation to the delivery of health and/or social care services.
13. The future	Outline your organisations plans/ambitions for its future delivery of health and social care services

**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**

14. Trustee / director letter of support	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.
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## The Application

**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.**

15. Equality and diversity monitoring form	Please complete the anonymous online diversity & inclusion monitoring form . The information you enter on this monitoring form will not be used in assessing and or scoring your application, nor will it be seen by any person involved in selection of membership for the community of practice. We will not publish or use the information in any way which allows any individual to be identified. This information is kept fully confidential and accessibility is strictly limited in accordance with the Data Protection Act and our Data Protection Policy.
16. Accessiblity	We want to ensure our activities are open to everyone. Please let us know if you have any accessibility concerns about the format we are planning to use in our sessions: <ul style="list-style-type: none"> <li>▶ In person group sessions in various locations around England</li> <li>▶ Remote video conferencing</li> <li>▶ Telephone conferencing</li> <li>▶ If there are any reasonable adjustments we can make to enable engagement please let us know in the free text box.</li> </ul>