

Project Initiation Document

Project name	Community of Practice [COP]
Project manager	Nick Bradshaw
Date	30/12/2020

Approved by	
Date	

Acronyms and terms used

COP- *Community of practice*

C-19- Novel Coronavirus(2019-nCoV)

MDT- *Multi Disciplinary team*

Meeting- *single COP forum meeting*

Members- *those who attend meetings*

Document summary

This document outlines plans for a proposed community of practice in Brent, which will be a monthly forum, attended by frontline staff from various disciplines and services. The purpose of the forum is primarily to increase the knowledge base and capacity of agencies and to build and strengthen partnership working locally. Nick Bradshaw [Housing led practice coordination at Crisis Skylight Brent] will coordinate and facilitate said forum.

Each forum meeting will have a pre-approved theme [for example; mental health or homelessness] and participants will be invited to engage in discussion around this. Briefly; the structure of each session will include a space to introduce participants to local services related to theme, take part in discussion, identify needs, consider complex case studies and build networks and local relationships.

1.0 Background

In November 2019 the Berkeley Foundation and Crisis developed a new element to their existing partnership which focuses on the delivery of a place-based approach in the north west London borough of Brent. Crisis Skylight Brent is delivering work around/related to two themes within this place-based programme:

Theme 1: Partnerships & Influence

Influence the local ecosystem further so that it adopts approaches that are in line with Crisis’s Plan to end Homelessness.

Theme 2: System Change through individual advocacy

Continue to work with individual members to end their homelessness through direct services and collect data and learnings from the service to inform and evolve our partnerships and influencing work.

This project falls within Theme 1 and is a key responsibility of Skylight Brent’s new Housing-Led Practice Co-ordinator developed response to local need as highlighted by discussion with partner services.

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There has been multiple scoping discussion with over 15 local services that offer support to those who are homeless or threatened with homelessness facilitated and conducted by Nick Bradshaw. These services are all front-line services, scoping both statutory and third sector organisations and include homeless focussed teams, mental health teams, substance misuse, specialist services and other.

These discussions have highlighted the need for a new approach to joint working across the borough and a forum for front line staff to share information, knowledge and promote the services that they work within. This is especially true following the C-19 outbreak, which has led to multiple changes to front-line services across Brent and the creation of new services, such as the SMART team.

The rationale for and design of the new proposed community of practice [COP] has been based on the insight gained from this consultation process. Further details of which can be found below.

2.0 Objectives

- *To increase awareness of homelessness and the needs and support for those facing homelessness across the sector*
- *Increase local knowledge of homelessness and build capacity of local voluntary, community, faith and statutory organisations to support homeless people*
- *To build and strengthen partnership working with service partners*
- *Create a space to discuss relevant local difficulties and to identify needs and potential solutions.*

3.0 Benefits

- *Increased knowledge of local services and capacity*
- *Improve relationships across services and develop joint working approaches*
- *Broaden and increase collaboration within the network of Crisis's local partners*
- *Improve local practices and foster a multi-disciplinary culture across Brent*
- *Create a node of sharing resources, training and expertise whilst identifying and potentially minimising duplication of service and thus limiting waste of resource.*

4.0 Scope

- Staffing and resources; The project will be coordinated by a single member of Crisis staff – the Housing-Led Practice Co-ordinator (Nick Bradshaw), who will also be contacting local partner services to both present and attend sessions. They may also need to support said agencies prepare for presentations or to collate data or information for the group.

Aside from Nick, one member of Skylight staff and one member of SHPS staff will be expected to attend the meetings [a commitment of 2 hours per month] and will be fulfilled on a rolling basis across the frontline team.

The meetings will occur over Zoom for the foreseeable future and will be reviewed accordingly. Thus, the resources are limited to Zoom access and suitable hardware availability, which are already in place.

- Boundaries: With regards to the project boundaries, it is important to note that at this point these meetings are for the purpose of sharing information, experience and expertise; but are not formal training groups. Should a need for training be identified across the cohort, further discussion will take place.

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- Interdependencies; The functionality and effectiveness of the COP will be solely dependent on its members and their input. Please refer to section 6 [Risk] and Appendix 1 [core attendees].

The expectation for meeting is that there will be a group of 10-15(?) core attendees. These will be representatives from 15 key services across Brent who will be the key stakeholders in the group.

Aside from these 15, other attendees will be invited to subscribe to individual meetings where the theme matches the need of the service. This will be rolled out to members of the homeless forum and other such local forums, as well as those approached during the scoping research for the COP. Maximum attendees for a meeting will be capped at 25 individuals [15 of the core group and 10 other].

4.0 Deliverables and milestones

- The expectation is that this will be a monthly meeting, and each session will last two hours.
- The meetings are likely to commence in February 2021.
- The COP will be reviewed formally by the core members [services] of the group with the chair and coordinator at 3-month, 6-month, 1 year and then semi-annually; with regards to need, focus, design and benefits. However continual reflection and review will be conducted informally with the members of each session at the end of each meeting. Please see table below, which outlines the presumed timeline of events:

Action	Lead	Target date for completion
Scoping research.	Housing led practice coordinator [Crisis]	21 st December 20
Complete initiation document, including proposed meeting design.	As above	30 th December 20
Plans circulated to the core group and feedback collated	As above	15 th January 21
Present proposal to the homelessness forum	As above	January 21
First meeting	As above	15 th February 21
First review	Chair [tbc]	30 th April 21
Second review	Chair [tbc]	31 st July 21

Note: All dates are approximate and will be fixed as per capacity of those involved.

- Each meeting will have a theme [see appendix 2 for suggestion of initial themes and presenters]. The meetings will be attended by core members [15 services listed in appendix 1] and be open for 10 others who will request invite from the homeless forum group.
- The suggested format for each meeting will be as follows;

Idea	Time	Lead	Details
Welcomes and check in	10	Chair	Introductions and welcomes
Team updates	10	Chair to lead	How many people seen, any changes, opening times changes or additional services added, new focus, new referral forms, need for referrals or too many. <i>Can be combined with the above potentially.</i>
Introduction to a service in the meeting	20	The service	One of the core group members will introduce their service, highlighting details such as; the services focus, inclusion criteria, referral criteria, useful contacts, referral rout and other details deemed supportive of an MDT approach. Each presentation will be around 12-15 minutes with time for a Q&A at the end.
BREAK	5		BREAK
Introduction to a partner service [guest]	20	The service-identified by the group and arranged by Nick	Build local knowledge of services outside of the core group, but who could be useful to members of the group and their teams, e.g MIND, MENCAP, Police or other guest services.
BREAK	5		BREAK
Deep dive on a topic	20	Set by the group-presented by willing individual	Focus on a specific learning goal or any changes- e.g. changes to welfare system and what this means, immigration, approaches for engagement [eg PIE], mediation tools. This session will be reflective of the weeks theme.
BREAK	5		BREAK
Anonymous member focus	20	1 person from the group each session.	An opportunity for a member of the group to bring a member's case from their service to be discussed by the MDT. The purpose of which would be to build and share knowledge and resource suggestions in a practical way where theory and practice meet.
Requests & AOB	5	Chair to lead	Sharing any updates of externally released tools- focus on a specific tool that a member of the core group uses

NOTE: i) these timetabling's are subject to change following reviews. ii) Chair and facilitator will be different people. The facilitator [Nick Bradshaw] will organise and attend each meeting and also be responsible for the minutes and information sharing pre and post meetings



6.0 Key risks

Risk description	Impact description	Impact [1-5]	Probability [1-5]	Priority level	Mitigation actions	Owner
Key stakeholders do not attend	Meetings will not occur Loss of momentum Reputational risk for Crisis	5	2	High	-Give adequate notice before meetings including 1:1 engagement -Hold meetings at regular intervals -Make efforts to hold meeting on a single day and time [e.g. Thursday at 1pm] -Allow for core member services to rotate their representative	NB
The themes do not meet the needs of the MDT	-The meetings do not fit purpose -Members stop attending meetings -Crisis reputational damage	5	2	High	-Encourage member involvement and feedback in programme design -Regularly review the upcoming and last topic in each meeting -Leave a space for members to suggest new topics at least 2 months before the meeting is held	NB/Chair
The chair does not engage fully in their role	-The meetings will not run to time -The members of the meeting will not be engaged -High drop out	3	2	Med	-The chair to be appointed by a team and they to be in full agreement -Chair to sit for a term [6 months] and then rotate to another -Democratic process for electing a new chair based on those who volunteer for the role.	NB/ Core group members
Too many attendees / interested parties	-The discussion will be led by the loudest or most confident,	3	2	Med	- NB to apply facilitation skills to ensure contributions by all members	NB, Atara and members of the homeless forum



potentially limiting the scope of information shared	The meeting capacity will be capped at 25. If there is high interest for a particular theme it can be repeated in a later session -If however there is high interest for the meeting as a whole the occurrence of the meeting may need to be reviewed
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7.0 Comparison of the Homelessness forum and Community of Practice

Both the homeless forum and the COP are forums based in Brent, facilitated by Crisis and are likely to have attendees from the same services. However, there are some clear differences between the two forums, which are highlighter in the comparative table below.

	Homelessness forum	COP
Purpose	The purpose of the Brent Homelessness forum is to bring together partners across Brent to work together to end homelessness by focusing specifically on preventing, and improving the responses to, homelessness, including the provision of suitable accommodation, in Brent.	The purpose of the Community of practice is to bring together front-line staff [those who work directly with clients] from a range of local services that work with the homeless population; to build on collaborative working, and increase knowledge, share tools and information as a node to ending homelessness in Brent.
Aim	<ul style="list-style-type: none"> - Crisis Goal 3 - To encourage Information sharing and joint working. - To support and influence change across the sector with the view to ending homelessness for all. 	<ul style="list-style-type: none"> - Crisis Goal 3 - To encourage Information sharing, joint working and to expand the "tool-kit/service directory" of front-line-workers - To highlight and support the use of services already in place appropriately and to their full capacity. - To share service level information locally. - To share local expert information and knowledge for client facing work
Focus	<p>The focus of this forum is homelessness and supporting those who experience homelessness.</p> <p>The forum uses its platform to identify, influence and facilitate areas where change is needed to ultimately improve the client experience. As a direct result of the</p>	Though the overarching focus is around preventing homelessness and supporting those who face homelessness, each forum has a unique theme which reflects the needs of participants. For instance, forum meeting themed domestic abuse may feature presentations from specialist domestic abuse services, e.g. Advance or the LGBT Domestic Abuse Partnership.



	<p>forum, task and finishing groups are created which focus on acting upon these identified needs.</p> <p>The forum provides a stage for central homeless services, such as the local authority and outreach team to highlight demographic details of the homeless population and share Information.</p> <p>Other specialist services and groups are also encouraged to present and share information that would benefit those who work with said population. These topics can be specific to a service or a need, for instance diabetic eye health or winter night shelter provision.</p> <p>This forum also provides a platform to discuss and transparently share functional information on local authority budgeting and spending, as well as details of funding bids made by local authority single homelessness department.</p>	<p>Each forum meeting will include a large segment for discussion around a pre-agreed discussion point related to the forum theme. The forum members will be supported to engage in small group discussion, which will be fed back and discussed with the larger group. In some instances, this forum group could participate as a focus group for larger pieces of scoping research if fitting and appropriate.</p> <p>Forum members will also be given the opportunity to bring a complex case to forum meetings for an in-dept, MDT discussion. A maximum of one client can be brought to each session and meeting members will send their request to present prior to the meeting taking place.</p>
Attendees	Open to all and there is no limit as to the number of attendees per session	Specifically, for front line workers, including team leaders where applicable. Limited to a group of 25 and a single attendee per service. This is to allow space for in depth focussed discussion on a given theme.
Frequency	Forum meetings are held approximately every 6 weeks on different days as per availability.	Meetings are held monthly at a fixed day and time.
Coordinator	Currently Nick Bradshaw [Housing-led practice coordinator], but this is subject to change as per appointment of Innovation and Partnership manager.	Nick Bradshaw [Housing-led practice coordinator]
Similarities	<ul style="list-style-type: none"> - Both meetings have a set structure - Both meetings have a chair whose role it is to facilitate - Minutes will be taken and shared at the end of each meeting - Those in attendance will provide services to Brent residents [including Pan London services] 	



<p>Differences</p>	<ul style="list-style-type: none">- The purpose of the forum is primarily for information sharing from the perspective of those in leadership roles, to support and encouraging an MDT approach- The theme of each forum is broadly homelessness.- Presentation focussed on specific needs are also encouraged for information sharing- for Instance those from the diabetic eye clinic.- A large segment of these meetings is commanded by local authority and other statutory agency managers.- Information is primarily shared through presentation, with a short time for Q&A.- There is no limitation with regards to job role or number of participants who attend the forum.- This forum is used as a platform to influence and support changes to the wider strategy and environment serving the homeless population. Those who have the authority to make decisions sit on this forum.	<ul style="list-style-type: none">- The purpose of the forum is primarily for information and experience sharing from the perspective of those in client facing roles, to support and encouraging an MDT approach- Each forum meeting is focussed on one specific theme- Colleagues are encouraged to use this space to present their services and share detailed information on functionality and procedure- Those present at forums will be front-line staff with direct client contact.- There is a limit to the amount of people who attend each meeting- The larger meeting will be broken off into smaller "break-out" groups during each forum meeting to facilitate in depth discussion.- Discussion from these meetings may be fed back to the forum in cases where there is a clearly identified need for change that needs further discussion.
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8.0 Governance, roles and responsibilities

- The Chair and / or co-ordinator of the Community of Practice will regularly report back to Brent Homelessness Forum on progress, key themes and any emerging challenges within the sector that the Forum will need to be aware of
- Skylight Brent's Director will also be regularly updated on the COP's progress

9.0 Costs

- The costs of this proposal are presently limited to the available capacity of Nick Bradshaw to coordinate the meetings. This will include supporting the chair with an agenda, writing minutes, supporting partners with their presentations, collating information and sharing the information with partner agencies. This is estimated at 2 days of the month. Other timing cost may include securing guest speakers for specialist topics as needed, which is expected to take .05 days. Total cost is 2.5 days.
- Additionally, a representative from Crisis Skylight will be expected to attend as part of the core group; thus, will cost 2 hours a month, plus any potential preparation time [2 hours out of 12 months]. This number is doubles as both a colleague from the Skylight and SHPS team are expected to form the core group.
- If these meetings will take place face to face at any point the costs may potentially change; however, this eventuality is not accounted for in the current environment and will be subject to review by attendees and limited by local and national policy.