

Community Chest

Evaluation launch



Care City

Community Chest

Community chest is a shared investment fund which brings together funding from the NHS and local authorities, and other sources, to support the voluntary and community sector to deliver local health and wellbeing activities



They take a “needs-led” approach to commissioning

Responding to both the unmet needs of residents and the strengths of local groups and initiatives to address them



They are co-produced and co-owned

Involving a wide range of stakeholders and build on existing infrastructure for these groups to work together locally



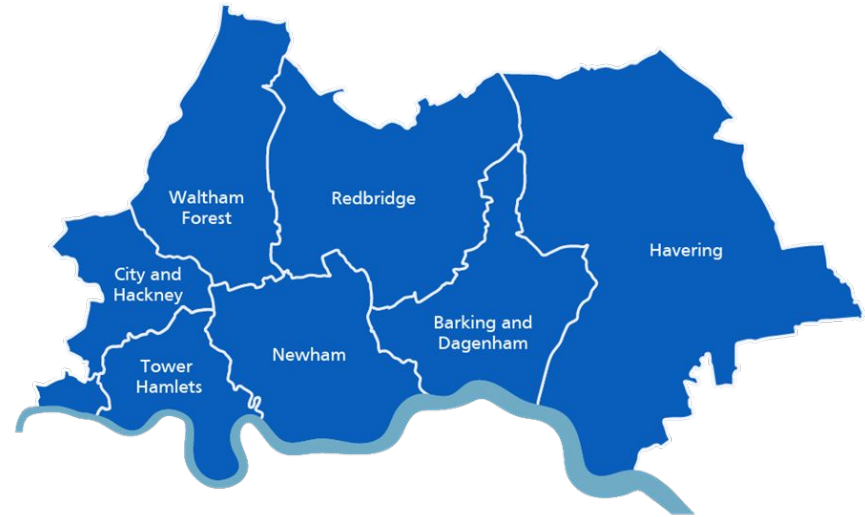
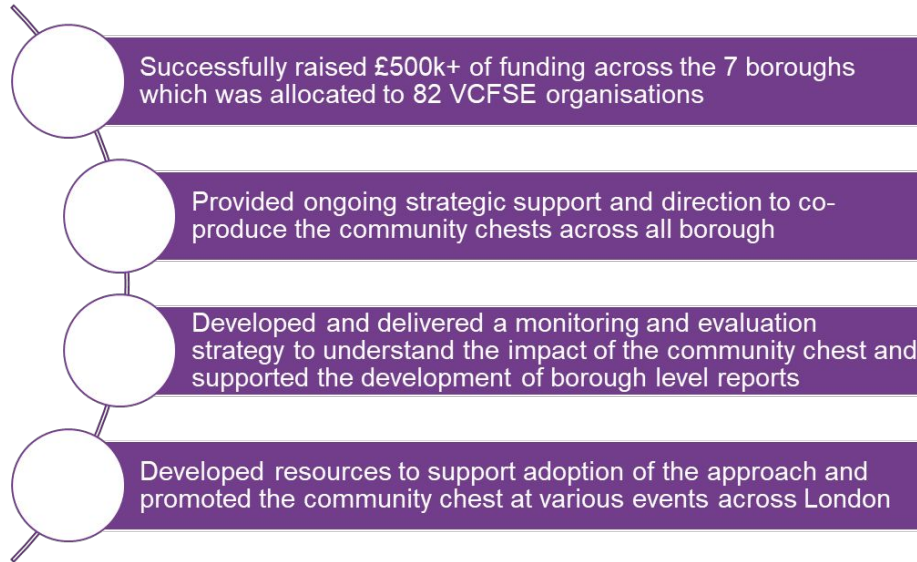
They are equitable

Ensuring funding is inclusive and easily accessible to groups that may have been excluded in the past



We piloted the approach across NEL

NEL ICS piloted the community chest approach in all 7 boroughs as a model for investing in VCSE organisations to deliver services that social prescribers refer onto.



The Community Chest is a model that has been developed by TPHC and partners and is a mechanism for statutory and non-statutory partners to work collaboratively towards the larger aim of **reducing health inequalities**.

The Community Chest model is flexible, enabling the **approach and delivery to be adapted to local needs** and contexts.

TPHC commissioned this independent evaluation by Care City of its implementation in Tower Hamlets and Barking & Dagenham, looking at the **impact of the programme on relationships between local stakeholders** including Local Authorities, the NHS and the VCSE sector.





Hello!

Care City is a social enterprise based in
North East London

Our mission is to help people in our places
to live healthier, happier lives

We work as a partner to health, local
government, the care sector and
communities to implement and spread
innovation of **local benefit and national
significance**

Our work combines research, design,
workforce development and digital

Evaluation Aims

- Understand how the Community Chest **impacts integration** in terms of perceived integration and established markers of integration
- Understand how it **impacts trust**, in terms of perceived trust across all stakeholder groups
- Understand how it **impacts collaboration** and partnership working between different stakeholders
- Understand how it **impacts social prescribing services maturity** from the perspective of different stakeholders
- Understand **what is useful about the process and what is not**, and to develop recommendations



Care City's Evaluation Approach

Through interviews with key stakeholders across both places, Care City conducted a qualitative network evaluation underpinned by Social Network Analysis principles. This approach examines the structural relationships of the Community Chest programme between the key stakeholders through four areas of inquiry:

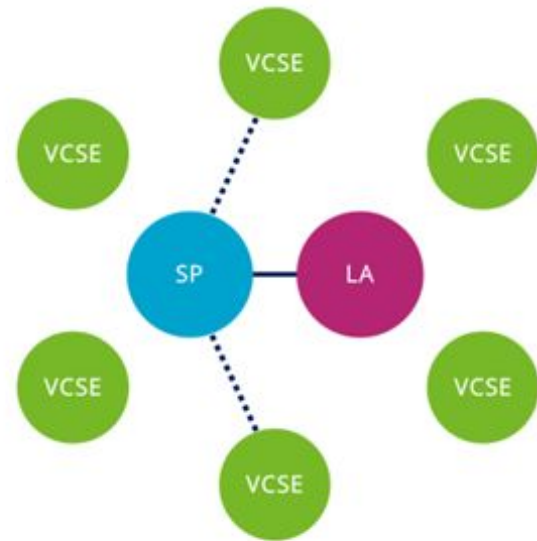
- Interrelationships - the structure of how network members are connected
- Attribution - explaining the formation and evolution of ties
- Perceptions - understanding how members perceive relationships, such as the value of partnering
- Agreement - the degree to which network members are 'on the same page'



Barking and Dagenham – building relationships

----- Awareness
—— Relationship

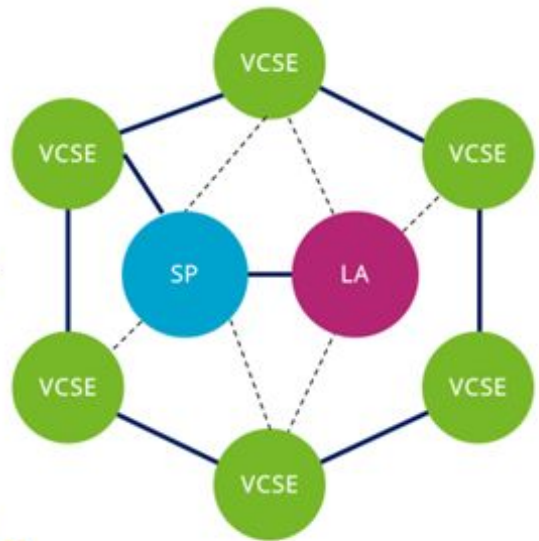
Pre Community Chest



Approach

- Appreciation of historic power imbalances from all stakeholders
- Difficult initial conversations to address these and establish shared ways of working
- VCSE led relational approach with a focus on relationship building and making the programme accessible
- Compensation of VCSE sector for participation

Post Community Chest



SP Social Prescribers LA Local Authority VCSE Voluntary, Community or Social Enterprise

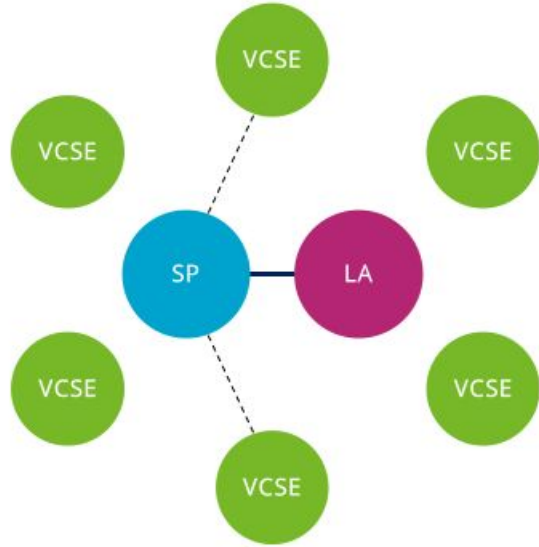


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Tower Hamlets – addressing unmet needs

----- Awareness
—— Relationship

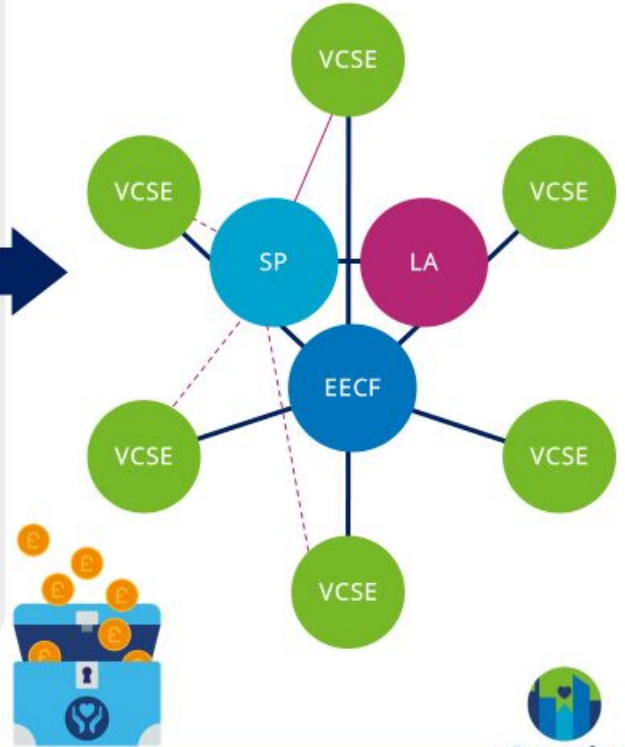
Pre Community Chest



Approach

- A focus on social prescriber priorities throughout programme
- Traditional grant model approach
- Outsourcing programme delivery to a third party with existing VCSE relationships
- Statutory organisation led approach

Post Community Chest



SP Social Prescribers LA Local Authority VCSE Voluntary, Community or Social Enterprise

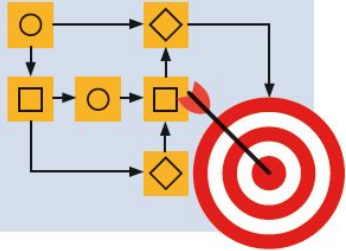


Community Chest Programme

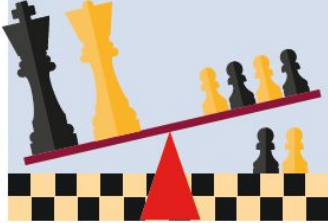


The Community Chest programme's implementation requires a holistic approach prioritising local adaptation, stakeholder engagement, transparency, and support. By addressing these areas strategically, places can foster collaboration, enhance community impact, and effectively reduce health inequalities.

Shared clear purpose with local adaptation



Addressing existing relationships and power dynamics



Strong communication and engagement strategy



Using local insights to identify unmet needs



Transparent and accessible application process



Co-leading and partnership working



Ring-fenced programme management and support



Complimentary to social prescribing services



Proportionate data collection and evaluation



Collaborate with local champions



Community Chest Programme

Enablers of Success: Addressing existing relationships and power dynamics



Places must openly address any difficult relationships or power imbalances between statutory and non-statutory partners.

This should be supported by an approach to communication which is free of jargon on both sides, and could be supported by external facilitation where required.

Shared decision-making and inclusion of the VCSE sector are crucial, and financial compensation for their involvement in the process is also essential.



Community Chest Programme

Enablers of Success: Strong communication and engagement strategy



Early identification of VCSE champions and the organisation of local events are vital for introducing and building enthusiasm around the programme.

These events should involve all key stakeholders and clearly articulate the programme's aims and decision-making criteria.

There could be consideration for additional training and frequent opportunities to bring participants together to share learning, allowing a more iterative approach to developing and implementing the programme.



Community Chest Programme

Enablers of Success: Using local insights to identify unmet needs



A mixed methods approach should be adopted, combining existing data analysis and consultations with social prescribers.

It is essential to clearly communicate identified unmet needs to all stakeholders and integrate these needs into funding decision criteria.



Community Chest Programme

Enablers of Success: Transparent and accessible application process



Places should consider alternatives to written funding bids, ensuring equal opportunities for organisations less experienced in bid writing.

Clear decision-making criteria and communication processes with unsuccessful organisations are essential.



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Transformation
Partners
in Health and Care

Community Chest Programme

Enablers of Success: Co-leading and partnership working



Ideally the programme should be delivered by both statutory and non-statutory partners working together. If delivery is outsourced, strategies should be in place to maintain stakeholder engagement and partnership working.

Regardless of delivery method the programme should also ensure there is focus on building the relationship between funded organisations and those referring to them (i.e. social prescribers and GPs).



Community Chest Programme

Enablers of Success: **Ring-fenced programme management and support**



A named individual responsible for programme management should ensure timely delivery.

Support mechanisms for funded organisations, including compliance and reporting, are crucial for relationship building.



Community Chest Programme

Enablers of Success: **Complimentary to social prescribing services**



Engagement with digital social prescribing referral platforms and the active involvement of social prescribers with funded organisations are necessary for effective social prescribing referrals, evaluation, and monitoring.



Community Chest Programme

Enablers of Success: Proportionate data collection and evaluation



Careful consideration should be given to the minimum viable data set required for evaluation and monitoring.

Data collection tools should be co-developed with the VCSE sector to ensure relevance and effectiveness.



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Community Chest Programme

Enablers of Success: **Collaborate with local champions**



Identifying and collaborating with local VCSE and clinical champions for the programme is vital to engaging and solidifying the support of these sectors around the programme.



Further information

Read the [full evaluation report](#)

Contact us at theteam@carecity.org



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