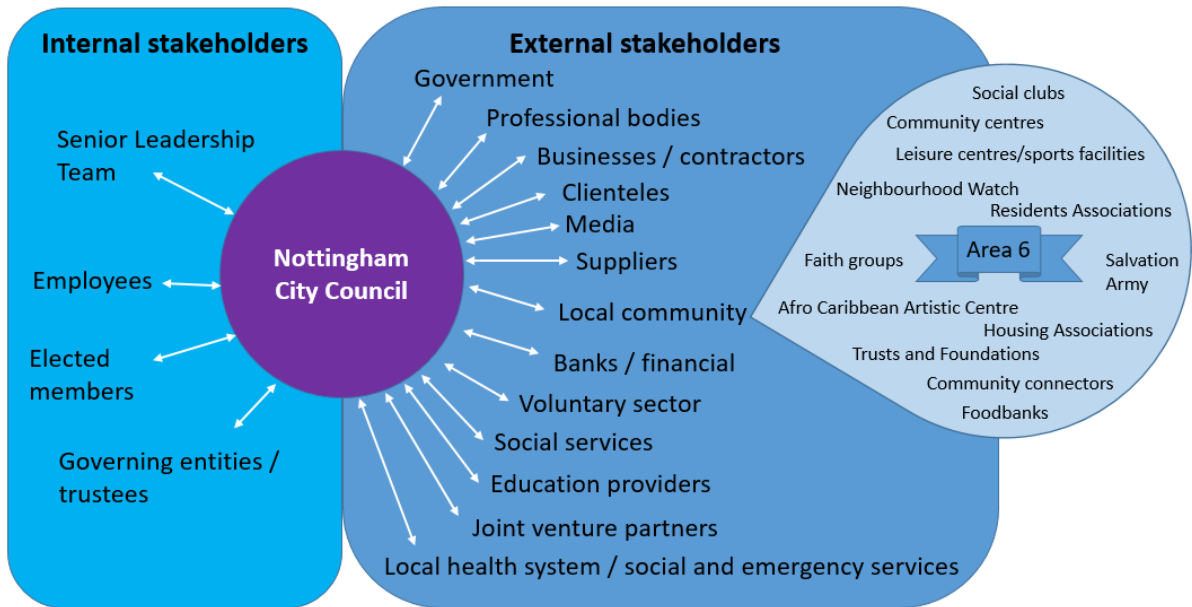


## Appendix 4

### Nottingham Trent MBA student's contributions



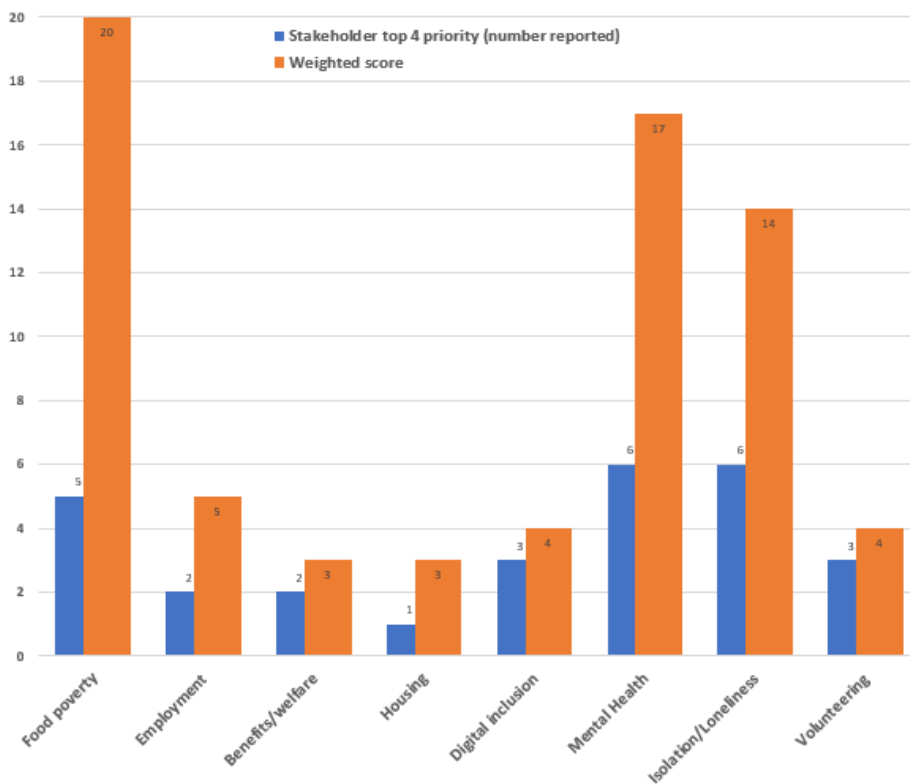
## NEEDS

### Priority (singular):

- Food Poverty

### Followed by:

- Mental Health
- Isolation/Loneliness
- Digital Inclusion



**Area 6 identified community priorities (data derived from Analysis of questionnaire responses from stakeholders)**

## Recommended Four Themes of the NCC Community Hub change program

### Key Themes



•Establishing clear leadership



•Identifying external resource/capabilities



•Promoting knowledge sharing



•Tackling Food Poverty as short-term win

*We believe that you already have a rich, diverse and agile...*

## "COMMUNITY HUB"

The community organisations, communication channels and infrastructure already exists within Mapperley, St Ann's and the Dales.

Organisations like Greenway, Chase and St Jude's have potential to become coordinating physical Hubs within the network.

**NCC must create connections, increase visibility and better leverage the existing infrastructure.**




## PESTLE Analysis

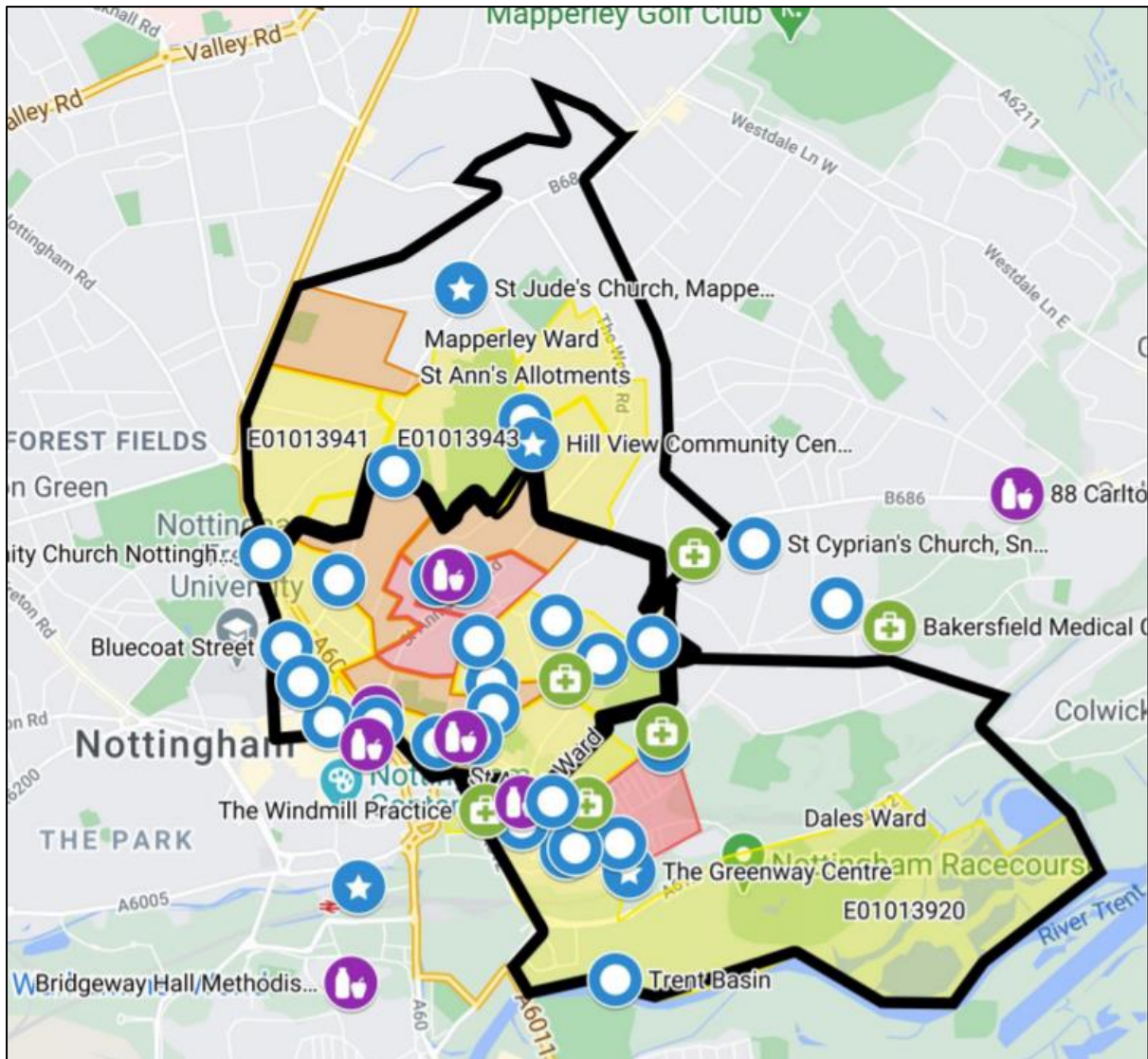
(Perera, 2017)

<b>Political Environment</b>	<b>Economic Environment</b>	<b>Socio-cultural environment</b>	<b>Technological environment</b>	<b>Legal environment</b>	<b>Ecological/Natural Environment</b>
<p>Government policy</p> <p>Covid-19 Local outbreak plan*</p> <p>Services provided by NCC</p> <p>Agenda and strategy of NCC</p> <p>Public Health England (PHE) guidance around COVID-19</p> <p>Local infrastructure</p>	<p>Unemployment within area – Area 6 - 2,066 active claimants (5.2% community) in November 2019 (DWP, 2019)</p> <p>Economic recession</p> <p>Employee wage costs increasing –</p> <p>Reduced finances and budgets to fund projects although there is £63million available to local authorities to support the COVID-19 response by the way of an Emergency Assistance Grant</p>	<p>Population demographics including changes resulting from increased community deaths and migration.</p> <p>Levels of education</p> <p>Lifestyle changes</p> <p>Cultural variations/norms</p> <p>COVID-19 regulations regarding social distancing</p> <p>General health of the population</p> <p>COVID pandemic – increased acute and long-</p>	<p>Developing technology engagement including education around use.</p> <p>Communication methods</p> <p>Test and Trace development</p> <p>Developing information sharing</p>	<p>Laws specifically relating to COVID-19 i.e. covid secure</p> <p>Health and Safety Law</p> <p>Guideline changes i.e. PHE guidance around COVID-19</p>	<p>Weather – winter climate will impact ability to meet outdoors – impacting mental health.</p> <p>Employee health within the workplace i.e. ensuring mental health and wellbeing support and covid secure environments</p> <p>Energy available i.e. carbon footprint/sustainability 'Zero emissions/carbon neutral in Nottingham by 2028'</p> <p>COVID-19/Flu/Other health pandemics</p> <p>Recycling/Waste disposal</p>

	<p>(Applications until 23 November 2020)</p> <p>Finances available from NCC to individual projects</p> <p>Disposable income of local community</p> <p>Increased community deaths with winter (seasonal) flu and covid-19 pandemic</p> <p>Health protection plans - Nottinghamshire County Council provided £3,802,915 of £300 million National Government Budget.</p>	<p>term illness including long covid and increased mental health and wellbeing</p> <p>Winter flu pandemic</p> <p>Increased community deaths: winter (seasonal) flu/covid-19 pandemic/decreased employment - increased mental health and substance abuse.</p>			
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## Area 6 Community Overview by Lower Super Output Area Deprivation (LSOA) index

<b>Key</b>		
Ranked in worst LSOA for one category on the deprivation index	Ranked in worst LSOA for two categories on the deprivation index	Ranked in worst LSOA for three or more categories on the deprivation index
 Community stakeholder who responded to needs analysis (suggesting high engagement)	 Community stakeholder who did not respond to needs analysis (suggesting lower engagement)	 Foodbank
<p><b>Link to interactive version of the map:</b>  <a href="https://www.google.com/maps/d/edit?mid=1z9dLNbZ5eh6h_hEufxX3VdMq_AoMaObM&amp;usp=sharing">https://www.google.com/maps/d/edit?mid=1z9dLNbZ5eh6h_hEufxX3VdMq_AoMaObM&amp;usp=sharing</a></p>		



### Analysis of questionnaire responses from stakeholders

Partner	Priorities									Issues	Demographics	Gaps with Covid	Positive covid	Services at present
	Food Poverty	Employment	Benefits/Welfare	Housing	Digital inclusion	Mental Health	Isolation/loneliness	Volunteering						
STARA	1	2	3	7	6	5	4	6	Inconsistency	elderly 60+ user 17-100 all ethnicities 26,500 properties different employment status	lack of public info Resources inc mental health support Lack of information	Collaboration in community	None	
Nottingham City Homes	1	6	5	2	8	3	4	7	*numbers of lonely and vulnerable	Male and female 75% white british 25% BAME Largely employed	Resources inc mental health support Lack of information	Resilience to cope	limited service	
St Judes Church	6	5	8	7	3	2	1	4	Planning Maintaining contact Visibility Changing guidance	Male and female 75% white british 25% BAME Largely employed	Have volunteers but not the avenues to work	Increased interest in activities	1000 hours Sunday service (person and online)	
SFICE	1					2	3	4	Deterioration in physical health	Age 17+ All gender and ethnic groups Mainly unemployed	Information not available in correct language	Homeless in hotels Service users know covid safety Voluntary organisation supporting food poverty	<ul style="list-style-type: none"> <li>SFICE Foundation is offering hot take away food cooked at Hill View Community Centre on Tuesdays and Thursdays from 5.30-7.0pm</li> <li>Food parcels, toiletries, nappies etc- whilst our service users come to collect hot food parcels, they are also offered these items.</li> <li>On line ESOL Classes on Tuesdays from 10.30-12.0pm</li> <li>Support Line- On line service to offer emotional and mental health support from Monday to Friday from 10.0am to 4.0pm</li> <li>Cooking on a Budget- You Tube service to encourage people going through food poverty to follow the simple recipes and feed the family on very low budget</li> </ul>	
MCO	7	6	5	8	4	2	1	3		Variety of ages (children and 50+ mixed gendered mainly afro-caribbean	Lack of clarity	Business support grant Community centre support	Food programme for xmas meal for family in poverty	
ACNA	1	2	2	2	3	1	1	2	family reliance unavailability of issues		lack of communication	Free meals initiated by Acna	Wedensday younger youth session 5-6.30 - decreased numbers - now stopped	
Greenway Community group	1	3	4	5	7	2	6	8	not enough resources	70-80% BAME 5-25 years				

## What are resources and capabilities?

- Physical resources e.g. community centres
- Technological capabilities e.g. online hub, online learning/support
- Human resources e.g. NCC staff, partner organisations, volunteers

## What type of resources and capabilities can contribute to competitive advantage and superior performance?

- Use resources and capabilities of the partners to achieve low cost structures e.g. residents growing own food, support groups to combat loneliness/keep fit
- Partners more agile, able to act faster than NCC, hub able to utilise resources more effectively because working on the ground every day so staff/volunteers acutely aware of issues
- Value creation: from several partners working together creating activities that deliver superior value to residents (superior benefits)

## How can resources and capabilities be evaluated?

- Resource and capability matrix
  - Skills/experience the area partnership possesses – are these balanced towards the residents needs?
- Data driven approach

## How can resources and capabilities be developed and managed?

- Develop organisational structure with clear vision/mission/objectives
- Develop inclusive culture where resources/capability are shared (integrated system? inventory?)
- Adopt quality assurance management system
- Press/social media campaigns to build awareness of services
- Feedback process/sustained improvement in quality of services (empower decision making)
- Develop offer for each ward that is distinctive but aligns with wider framework for the city
- Establish branding
- Leverage capability by submitting joint funding proposals / collaborating with local businesses
- Share best practice across network of partners, train new volunteers, gain training for existing staff to make them more effective e.g. computer skills/writing funding proposals, have a pool of staff/volunteers that can be trained and deployed to support areas of need/fulfil demands as they arise
- Succession planning/knowledge transfer
- Build capabilities from the ground up
- Benchmark services against other providers/sectors (find out internal scope of improvement)